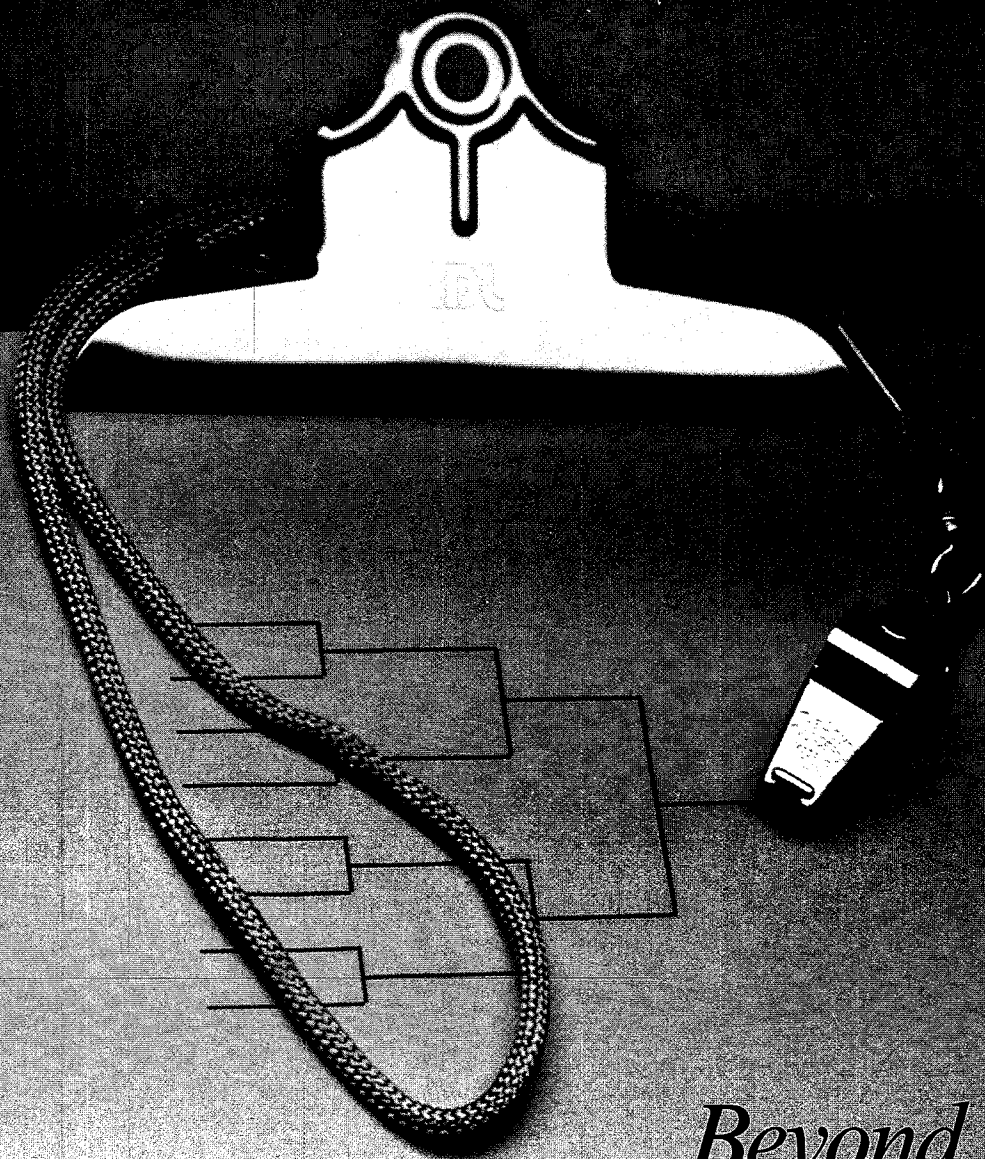


Employee Services

MANAGEMENT

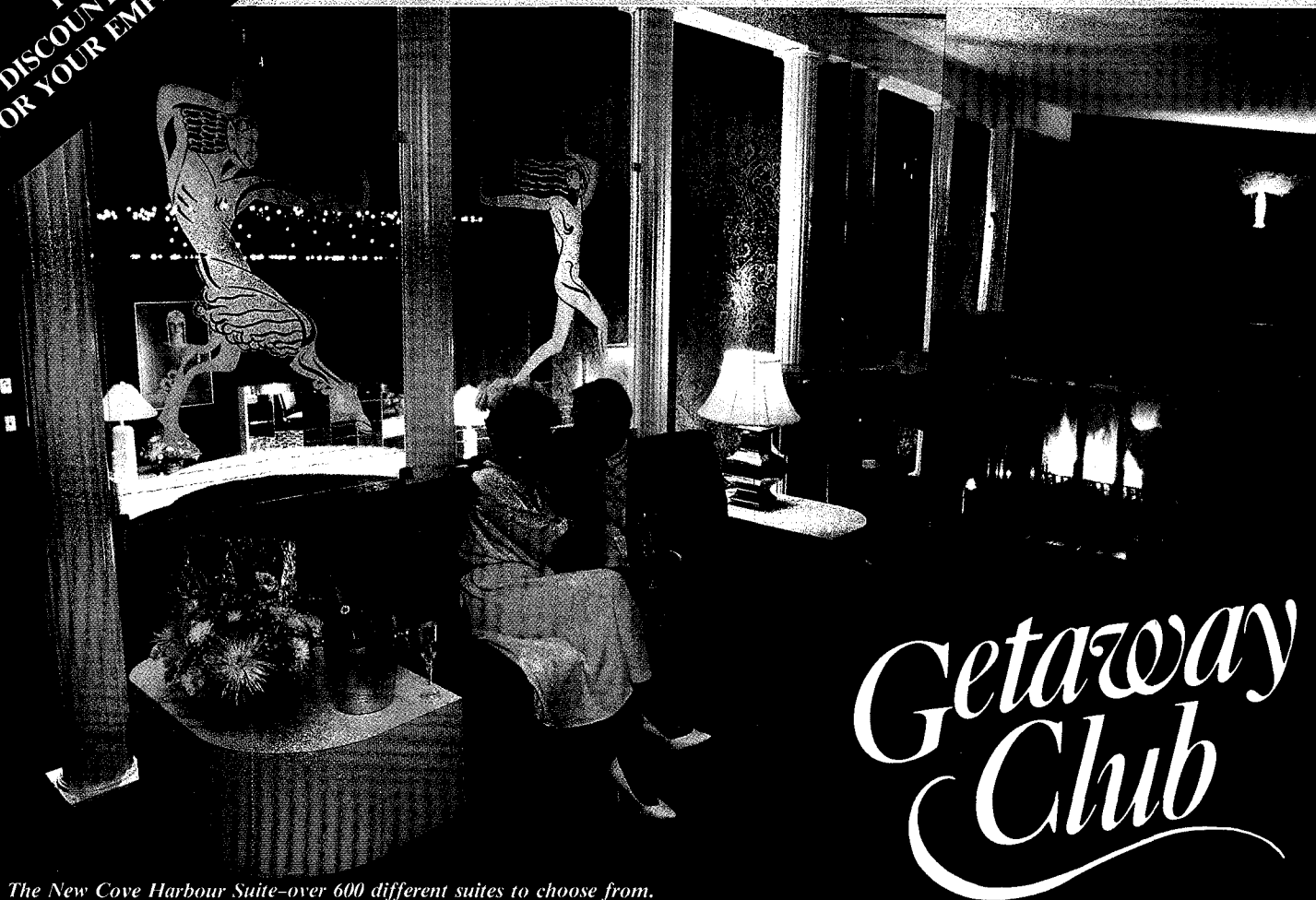
Journal of Employee Recreation Health & Education February 1993



*Beyond the
Clipboard
& Whistle*

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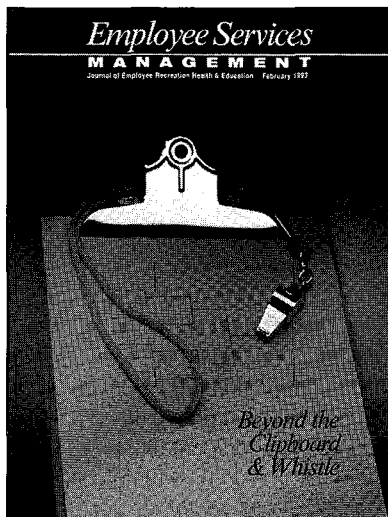


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C O N T E N T S

Volume 36, Number 1
February 1993



Cover photo © Brian Kaplan Photographics

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Dressing Up For the Occasion

by Cynthia M. Helson, Editor



▼
We are celebrating the anniversary of this magazine and how far employee services managers have come.

It's time to celebrate! NESRA's most tangible membership benefit—its magazine is celebrating its 35th Anniversary. Turn to the article **Happy 35th Anniversary ESM** (page 14) to see how *Employee Services Management* has evolved into what it is today. It's always fun to look back. Look at some of the past covers (shown on page 15).

Not only are we celebrating the anniversary of this magazine, but we are also revelling in how far employee services managers have come. The cover story, **Beyond the Clipboard and Whistle** (page 6), recognizes NESRA members' accomplishments over the years. While many began careers centered around sports leagues, their skills have broadened to include a myriad of valuable responsibilities. Many today implement wellness programs, work-family programs, community programs and much, much more.

In honor of these two special accomplishments, we've done a little dressing up. We've changed the masthead of the magazine on the cover, added a splash of color in the inside of the magazine and added the latest style typefaces. You'll notice a clear sense of style throughout.

The feature articles are more dramatic. They use bold type in headlines and more white space. However, we didn't just put a pretty face on *Employee Services Management*, we also increased its readability. More photos, larger type and more sidebars make it easier for you to get information fast.

Turn to **ADA: How It Will Affect ES&R** (page 10) to discover how you can meet the American with Disabilities Act requirements without spending a fortune.

Gear up for **NESRA's 52nd Annual Conference and Exhibit** by reading about the captivating speakers scheduled for the general sessions. Hurry now to book your airline flight (information on page 23).


When dressing up *ESM*, we certainly did not forget to accessorize the feature stories with

dazzling departments. The **News In Brief** department (page 4) has a flair of its own and is now truly brief. Instead of wading through four or five pages, all items are on two pages.

There's more visual stimuli—photos and graphic elements throughout the departments. You'll see more photos of members, especially in the **Candid Corner** department where members can speak openly on a topic affecting ES&R. In this issue, NESRA Past President Bob Pindroh speaks on creating a vision for your program (page 36).

Over the next year you'll see photos of NESRA members' employee stores and you'll read about their operations in the **Employee Store** department (page 24). The **Health Promotion** department will continue to bring you innovative ideas to enhance your wellness program. On page 28, you'll find a calendar of National Health Observances and you'll read how you can use the calendar to hook themes into your wellness program.

We've also spruced up our **New Products** section (page 32) to make browsing more fun. Discover new offerings from Associate Members in the **Buyer's Guide Update** department which appears in alternative issues from New Products.

I am very pleased with the end result of the redesign process. I think you'll find the magazine more enjoyable to read. 

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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ Computer Chips in Your Shoes

What's next for sneakers? According to Nike's Tinker Hatfield, who designed Marty McFly's futuristic shoes for "Back to the Future Part II," the day is coming when each sneaker will sport a computer chip that adjusts the tightness of the laces, the arch support and the cushioning according to the size and weight of the wearer and the sport s/he plays. Punch a button, and your sneakers will transform themselves from basketball shoes to aerobic shoes, reports *Amtrak Express*.

Now, when you buy sneakers, it is a lot like buying a car. You have to check under the shoe for foam and gel and pump-up insoles.

According to the Athletic Footwear Association, 93 percent of Americans own at least one pair of sneakers. Eighty-five percent of those are never used for the activity they were designed to enhance. More than 381 million pairs are sold a year.

▼ Discount for Older Citizens

Discounts for senior citizens are increasing. Largely because of the recession,

retailers and other businesses everywhere are starting to discount to seniors, says John Naisbitt's *Trend Letter*.

Some baby boomers will reach their 50s in 1996. Many have grown children and small mortgage payments. By the turn of the century, one in five Americans will be over 55. As a group, people 50 and older have more discretionary income today than any other population segment.

Senior discounts will remain long after the recession fades. As older Americans represent an increasingly larger segment of the consumer population, more businesses will adopt discount programs to remain competitive.

▼ Flexible Spending Accounts

Flexible benefit programs are now being viewed as a cost-management tool, says *HRMagazine*. Among surveyed employers who could measure the cost impact, 53 percent reported lower costs. Savings averaged 10.9 percent of medical plan cost; 43 percent said their program had no cost impact.

Seventy-one percent cited reduced benefits or increased employee contribution due to lower costs. But the same percentage indicated cost savings resulted from em-

ployees electing more cost-effective options.

Forty-five percent also thought savings were due to more individuals waiving coverage for themselves and dependents. Nearly 65 percent allow employees to take cash in exchange for unused benefit credits; 30 percent give employees the option to put extra benefit dollars into a 401(k) plan.

▼ Stay Healthy Away From Home

While traveling, traveler's stomachs encounter strains of microorganisms, which is why diarrhea is the number one health problem for travelers, reports *Successful Meetings*.

High-risk areas for diarrhea are: Latin America, Africa, and Southern Asia. Approximately 40 percent of travelers to these areas could get diarrhea.

Bismuth subsalicylate, (commonly known as Pepto-Bismol), can be taken as a preventive measure in a dosage of two tablets four times daily. The best advice is to watch what you eat and drink.

The International Society of Travel Medicine recommends that you stay away from fresh salads and vegetables, fruit that you have not

washed and peeled yourself, and cold buffets. Also avoid ice cream or pudding, seafood that is raw or steamed and beware of relishes and condiments that have sat on the table.

▼ Wildlife-Related Recreation

Wildlife-related recreation continues to be popular among Americans, with more than half of all adults participating in activities such as hunting, fishing, and birdwatching, according to preliminary survey results from the Interior Department's U.S. Fish and Wildlife Service.

More than 98 million Americans 16 years and older engaged in some recreational activity related to fish and wildlife in 1991, putting \$59.5 billion into the Nation's economy.

Fishing continued to be one of the Nation's favorite pastimes, with 34.8 million anglers at least 16 years old spending an average of 14.5 days each fishing in 1991. Over \$25 billion was spent on trip-related costs, equipment, and other expenditures, averaging more than \$700 apiece.

More than 30 million people went freshwater fishing, while 8.7 million people went saltwater fishing.

Nearly 14 million Americans 16 and older hunted an average of 17 days each in 1991. They spent \$12.3 billion on their activities and equipment, or \$900 apiece.

More than 76 million adults participated in non-consumptive wildlife-related activities including feeding, observing, and photographing wildlife.

▼ **Environmental Concerns**

Educating your community about your company, product or service can help eliminate inaccurate perceptions, reports *U.S. News & World Report*.

Companies that use any of about 300 particular chemicals are required by federal law to disclose to the public that the substances may be stored or in use on the company's premises.

▼ **Eye Care Benefits Pay**

Eye care benefits covering both eye care and eyewear pay for themselves, says the American Optometric Association. A good eye care plan should include a thorough eye examination; advice to the patient; and three areas of treatment—glasses, contact lenses and low vision aids for the visually handicapped.

A thorough examination includes taking an eye and general health history; eye health examination; tests of common vision conditions; tests of the eyes' ability to change focus quickly when

looking from near to far or vice versa; and a check of eye coordination and eye muscle function to be certain the eyes are working together as a team.

A good vision care plan should include a program to educate workers about what is and is not provided in their vision benefits; a communications channel between the plan administrator and the optometrists providing care; prompt and efficient payment of claims; and quality assurance through peer review.

▼ **Concerns Over Workplace Skills**

A growing number of North American businesses say their employees need to improve writing and interpersonal communications skills, but few corporate training programs address these needs, according to the second annual survey on workplace literacy skills conducted by The Olsten Corporation.

Writing continues to be the skill most valued by North American business. Eighty percent of companies say their employees' writing skills need improvement, compared with 65 percent in 1991. Companies which report a need for improvement of interpersonal skills rose to 75 percent from 62 percent a year ago.

Overall, more than one-third of companies say their need for skilled employees has increased over the past year. Only 21 percent of companies say they offer programs to improve writing, while training for interpersonal communications is

available at 42 percent of the companies.

The most widely available corporate training programs focus on management/leadership (70 percent), computer proficiency (67 percent) and customer service (66 percent).

▼ **Relaxing Dress Codes**

Most employee handbooks cover the subject of dress codes with a statement: "The company is often in the public eye. Therefore, we should be cognizant of how our appearance affects that public. Please dress in a manner appropriate to this industry."

According to an article in *Personnel News*, dress codes dictate to employees what they should or should not wear. From a practical standpoint for a company with locations nationally, is it appropriate to require employees in Phoenix, Houston, New Orleans, or Albuquerque in August to wear the same type clothes as other locations?

If you have a dress code which does not allow for sweaters, those locations in Minneapolis, Chicago or New York certainly need loose layering in winter.

▼ **Information for Volunteers**

Although it is rare, lawsuits can be brought against volunteers, states *Forum* magazine.

A recent pamphlet published by the Nonprofits' Risk Management & Insur-


ance Institute answers questions about liability and insurance as they apply to volunteers. The publication also addresses questions such as: Is my own insurance adequate?, Will the organization protect me if I'm sued?, What insurance should my sponsoring organization have?, How can I avoid being sued?

For a free copy of "Answers to Volunteers' Liability and Insurance Questions," send a stamped, self-addressed business envelope to: Nonprofits' Risk Management and Insurance Institute, 1828 L. St., NW, Suite 505, Washington, DC, 20036. Multiple copies are available for 40 cents each, with discounts on orders of 100 to 999 (35 cents each) and 1,000 or more (30 cents each). For more information, call (202) 785-3891.

▼ **More Commuter Marriages**

International commuter marriages appear to be gaining in popularity, concludes a 1991 survey by consultants Runzheimer International Ltd, reports *The Wall Street Journal*.

The ranks of dual-career couples already are increasing. Husband and wife both hold jobs in 59 percent of U.S. married couples, up from 52 percent in 1980. About 41 percent of employees transferred abroad have spouses who worked before relocating.

Sustaining a romance and sexual fidelity over such a long distance; and managing the costs of two households, frequent travel, and overseas calls can be stressful. 

Beyond the & Whistle

You've come a long way baby!

Employee services & recreation

**managers' responsibilities stretch
far beyond scheduling sports leagues.**

by Cynthia M. Helson, editor

Today's employee services and recreation managers have certainly come a long way from yesterday's recreation manager. Instead of running from volleyball games to softball games, carrying a clipboard and wearing a whistle, today's employee services and recreation managers wear many figurative hats as they serve employees with a range of programs.

Now, not only has managing sports leagues become more sophisticated with the advent of new software packages, but managing sports leagues is just one of their many responsibilities. Employee services and recreation managers have broadened their abilities and assertive managers will continue to expand their talents.

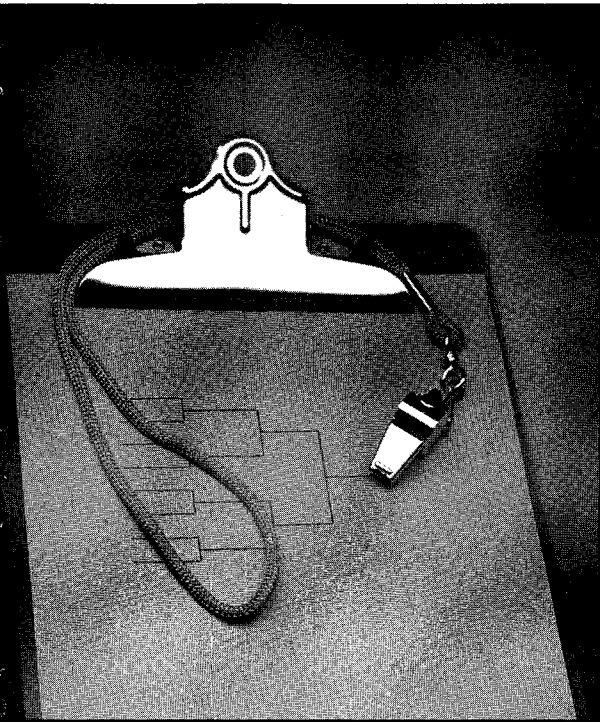
These responsibilities can be divided into five categories: Recreation, management, wellness, community service and "general services." The most astonishing of all is the size and scope of the category titled "general services," but we will start with the category most intrinsically linked to the recreation manager, "recreation."

Recreation

In terms of recreation alone, every employee services and recreation manager has enough responsibilities to book a calendar year-round. In addition to managing an extensive list of sports leagues with a combination of participants (men's, women's and coed), ES&R managers also originate, promote and coordinate holiday parties, social cultural programs, lunchtime seminars, picnics and special interest clubs. Acting as the nucleus for these activities, ES&R managers have the ability to organize a variety of functions to help build employee morale and increase productivity.

Today though, doing so requires more than satisfying employees' social needs. It also requires recreation activities to be affordable and family-oriented. Therefore, ES&R managers work with NESRA Associate members to present extensive discount programs for employees and their families. With the focus on families these days, recreation programs are no longer just for the employee, but must satisfy all family members.

Clipboard



Many times, offering recreation programs does not only mean planning the event and overseeing its implementation but it may also mean managing and maintaining the facilities for these programs. NESRA member companies are known for having softball diamonds, running tracks, fitness centers and even employee resorts and campgrounds. Oftentimes the employee services and recreation manager is responsible for maintaining the physical and financial aspects of these premises.

Group travel has remained popular among employees. They often expect trips to new and exciting destinations. ES&R managers have met and exceeded these expectations by providing group transportation to destinations, and lodging, meals and tours for employees, offering the most valuable trips at the most affordable prices. This travel service alone is very valuable to many employees.

Health Promotion

The impact of the high cost of health care has been felt by most companies across the nation. In

the 1950s, wellness was considered part of recreation. Those who exercised felt better about themselves. However, since the late 1980s, health prevention is no longer a luxury but a necessity.

Employee services managers raised their standards regarding wellness. They went beyond providing just exercise classes for employees, but also educated employees on healthy lifestyles, offered health screenings and disseminated nutrition information. ES&R managers now manage an extensive health promotion program. They research speakers for lunchtime programs, and instructors for stress reduction and smoking cessation courses. Most NESRA members can say they have experienced the challenge of coordinating a health fair which consists of a room or hallway of suppliers of health education materials, health products and services. It takes a great amount of organization to see this event through as well as a knack for marketing to draw significant attendance.

Employee Stores

Marketing and merchandising has become a commonplace talent with ES&R managers as more of them manage employee stores. In many cases, they've developed the employee store concept into a reality. This involved introducing the concept of the employee store to management, researching the proposal and implementing a store. They developed, designed, inventoried and managed the store from day one. This is proof that ES&R managers not only respond to the need for programs but they anticipate new needs and introduce new services. They survey employees, research new ideas and contribute to the enhancement of their organizations.

Community Service/ Public Relations

As the public becomes more inquisitive of its community and components of it, companies

▼
ES&R managers are known for rallying employees to fulfill the needs of the unfortunate.

have given extra credence to the amount of goodwill employee services can offer the community. Thus, just as a shift is occurring from recreation programs to general employee services, the ES&R manager is tugged in another direction—to serve the community.

For some time now, employee services and recreation managers have planned blood drives and United Way campaigns. However, the amount of causes employees have addressed under the guidance of ES&R managers has greatly expanded. ES&R managers are known for rallying employees to fulfill the needs of the unfortunate. Those suffering from disease, natural disaster and financial demise have received help from employees. Whether ES&R managers organized fund-raisers, fun runs/walks, merchandise sales, house painting parties or hands-on help for those suffering, they have gained their employer's respect in the community. By enhancing their employer's reputation, ES&R managers have forged the path of public relations representatives for their employers.

Management

While recreation managers in the 1940s had to be knowledgeable in recreation management, upper management now expects them to be knowledgeable in those areas, and in accounting, management and finances.

They are often the presiding person over the employee association. They develop and maintain a budget for their department. Cash flow management is as much a part of the job as programming. With fewer companies providing financial support, ES&R managers are now involved with projecting operating expenses, and generating funds.

In addition, ES&R managers develop the organizational structure of their department and maintain a steady flow of responsibilities. Whether they have staff under them, or they work with a network of volunteers or contract services, they use their skills to recruit, train and motivate people to continue the operation of an ES&R department.

These energetic managers bring out a different side to employees. They develop employees as they participate in programs and volunteer for causes and in other cases, run for elected positions in the employee association. ES&R managers often use this opportunity to spot and develop leadership skills among employees which can be transferred to work activities.

In addition to being out on the softball field

or on the volleyball court, ES&R managers are finding themselves in more streamlined situations. They are integrated into more meetings. Whether they are a component of human resources or an entity in themselves, they are recognized as valuable contributors. Some ES&R managers report directly to their CEO. Attending meetings, making presentations and even public speaking have all become part of the job.

General Services

Over the past 10 years, the areas in which ES&R managers have gained their expertise have broadened.

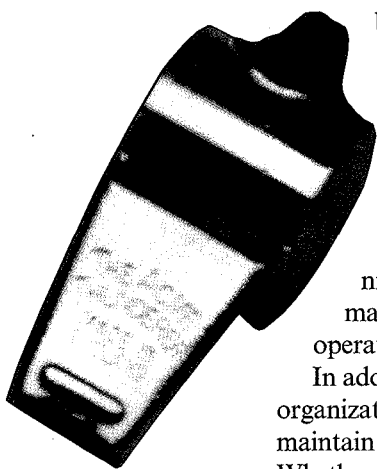
There are a number of employee services and recreation managers who hire, train and manage food service staff as well as plan meals and order inventory.

In addition to feeding employees, ES&R managers communicate to them. A majority of NESRA members write, edit and often layout their employee newsletter. As desktop publishing systems become commonplace, more ES&R managers will be evolving into typesetters and designers. They already write and solicit articles on employee activities, functions and achievements and publish them in a newsletter.

Since the thrust behind ES&R programs is to boost employee morale and productivity, ES&R managers have found themselves in charge of their organization's award program. ES&R managers work closely with human resources to stay abreast of employees' anniversaries and to see that they are recognized for their years of service to the company. From ordering the awards, to planning an awards banquet, sending out invitations and scheduling entertainment, ES&R managers do it all.

Society in general has asked companies to help reduce the pollution caused by commuters and paper waste. ES&R managers responded by creating company-wide recycling programs and effective rideshare programs which meet the needs of today's flexible schedules and broadened employee demographics.

The increase of women in the workforce has created yet another niche for ES&R managers. As more employees struggle to balance work and family, ES&R managers have begun introducing dependent care programs to employees. Some NESRA members oversee a complete childcare or eldercare facility which provides an extensive program for children or elders. Others have put in place reference materials for caregivers and still more ES&R managers are discovering new roles as they address the dependent care issue. ES&R




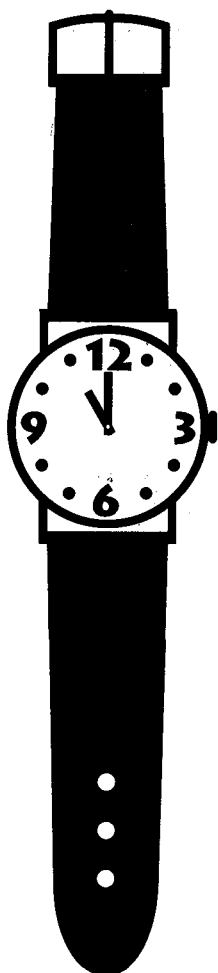
managers are no longer called upon for just fun and games but for the essential elements of today and tomorrow.

Today's employees are also tomorrow's retirees—oftentimes tomorrow's relatively young retirees. That's why many employee services and recreation managers have put in place retiree services. Those who have not done so are beginning the research to have a program in place for the expected influx of retirees.

Retirees are a special market segment to service. They require new skills from ES&R managers—marketing, meeting planning and programming abilities. The demand for retiree services is upon ES&R managers and those who meet the demand will be successful.

Conclusion

The expanding scope of the employee services and recreation field continues to draw new talents from within the employee services and recreation manager. No longer are their responsibilities limited to the sports fields but they are deeply intertwined with employees' quality of life. They are proactively evaluating employees' lifestyles and anticipating their needs. They are looking beyond the workplace to truly enhance employees' quality of life. They've accepted the challenges of creating rideshare programs, recycling and work and family programs. ES&R managers have extended their armor to not only a clipboard and whistle but to whatever they need to service the employees of today and tomorrow. 



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ADA: *How It Will Affect* ES&R

**This article examines how the
Americans With Disabilities Act is changing
ES&R manager's programs and facilities.**

by Raymond Davis and Chris Wilsman

The management of a major corporation meets with consultants and architects and authorizes full scale renovations to its corporate fitness facilities. The locker rooms are revamped and passages in the facility are widened so that a wheelchair can pass through easily. An elevator is added. Braille instruction panels explaining methods of operating fitness equipment are installed under existing signs. The price tag is over one million dollars.

The corporation is operating in compliance with the Americans With Disabilities Act (ADA).

An employee services and recreation manager at a competing corporation plans to make the lunchroom accessible. She rearranges furniture to improve wheelchair access. She puts a dixie cup dispenser next to the drinking fountain so that persons do not have to stand to use it. She adds sugar-free wafers to the list of snacks available at the coffee counter for diabetic employees. These accommodations cost very little money. The ES&R manager also is complying with the ADA.

The ADA generally prohibits the exclusion of

persons from jobs, services, activities or benefits based on an actual or perceived disability. Although the ADA was enacted over two years ago, many employers still do not understand the intent behind the Act nor the appropriate means for compliance.

The ADA, however, is about changing people's perceptions and treating disabled workers equally—it is not about burdening businesses with expensive renovations and other changes. ES&R managers must have a keen understanding of this purpose and of the basic provisions of the ADA to appropriately and economically comply with its provisions. Accordingly, this article summarizes the provisions of the ADA, explains its impact on ES&R programs and facilities and lists some suggestions for ES&R managers so that they can assure that their organization is complying with the law.

Overview of the ADA

One of the best precautions ES&R managers can take to avoid discrimination lawsuits based on the ADA is to make a "good-faith" effort to

comply with it. To make a good-faith effort, however, managers first must know the act's requirements. Following are the principal elements of the ADA's employment discrimination regulations ES&R managers must understand:

- **Effective Date:** The employment rules of the ADA took effect July, 1992 for companies with 25 or more employees. Companies with 15 to 24 employees have until July 26, 1994 to comply. Firms with under 15 employees are exempt from the ADA. Some states, however, have additional disability laws that require compliance for these smaller firms.
- **Definition of "Employer":** In addition to the company itself, anyone who acts on behalf of the firm must comply with the Act. This includes managers and supervisors.

- **Definition of "Disabled":** The ADA defines "disability" broadly as a mental or physical impairment lasting more than a short time. The impairment must substantially limit a "major life activity," such as walking, breathing, speaking or working.

But the ADA protects more than just persons with disabilities. It also protects (1) persons with a past record of disability; (2) persons who are "regarded as having an impairment," such as a worker who is rumored to have AIDS; and (3) persons who have a "relationship" or "association" with someone who has a disability, such as a family member for whom that person must provide care. Given the ADA's breadth in coverage, it is estimated that more than 43 million Americans can be described as falling into one of these categories.

Identifying disabled employees with obvious impairments, such as paralyzed or blind workers, is an easy task. However, because the Act is so broad, identifying persons with conditions not normally thought of as "disabilities" will be a difficult task for ES&R managers. For example, past drug or alcohol use, depression or gross obesity all could qualify as "impairments" that substantially limit a major life activity. Furthermore, some impairments that qualify as disabilities are just plain difficult to identify. For example, not all lower-back conditions show up on an X-ray as a slipped disc.

One way to determine whether an employee has a protected disability is to remember conditions that are not protected by the ADA. Temporary impairments such as broken limbs, sprains, concussions, appendicitis and influenza are generally not covered. The Act specifically exempts from coverage the following conditions: Current drug or alcohol use, homosexuality or bisexuality, transvestism, transsexualism and other gender identity disorders, compulsive gambling, kleptomania and pyromania.

Employment Obligations: Under the ADA, an employer must provide a reasonable accommodation to the known physical or mental limitations of a qualified applicant or employee with a disability unless it can show that the accommodation would impose undue hardship on the firm. Reasonable accommodation is any modification or adjustment to a job, an employment practice, or the work environment that makes it possible for the person with a disability to enjoy an equal employment opportunity.

An employer cannot deny employment or benefits to a qualified applicant or employee because of the need to provide a reasonable accom-



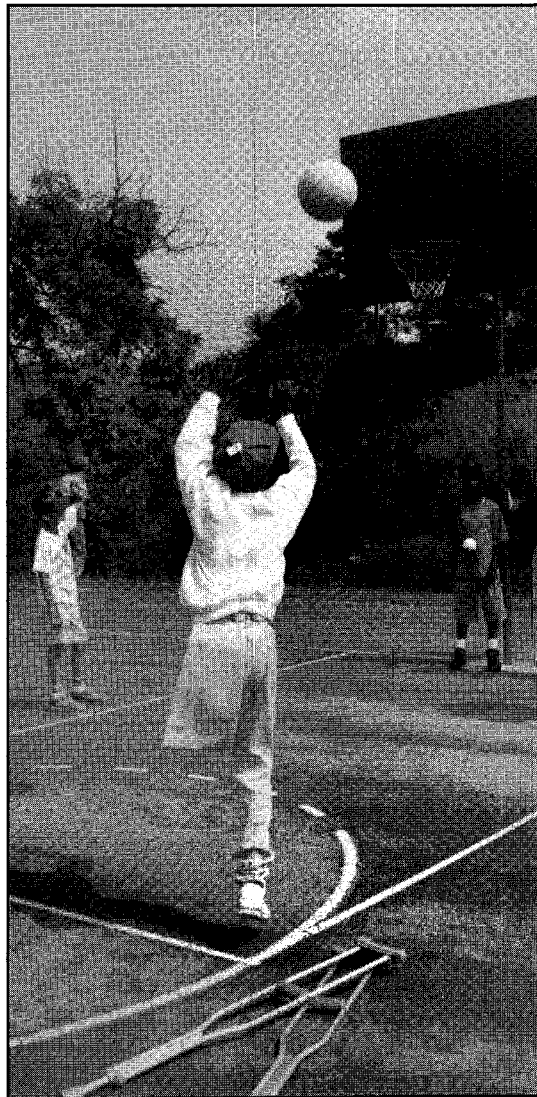
All facilities should be accessible to those with disabilities. Instruction classes such as swimming lessons can also be offered.

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employment.**

modation, unless it would cause an undue hardship. However, an employer does not have to make accommodations and hire or promote a disabled person if that person is not otherwise qualified for the position. Generally, it is the obligation of the person with a disability to request a reasonable accommodation.

The obligation to provide a reasonable accommodation applies to all aspects of employment, including benefits and employment activities. This duty is ongoing and may arise any time the person's disability or job changes.

Cost of Accommodations: Recent studies suggest that over 80 percent of the accommodations necessary under the Act cost less than \$500 and many accommodations do not cost anything.



Having fun playing basketball from National Institute of Health's ES&R program.

Affect of the ADA on ES&R

Once a person is hired, the mandate of the ADA extends to all areas of employment. Reasonable accommodations must be provided to enable an employee with a disability to enjoy benefits and privileges of employment equal to those enjoyed by similarly situated nondisabled employees. This duty extends to any contractual links between employer and outside parties.

Hence, employees with disabilities must have equal access to lunchrooms, employee stores, employee lounges, rest rooms, meeting rooms and other employer-provided or sponsored services such as health programs, transportation and social events. These requirements must be recognized by ES&R managers for they have a profound impact on the manner in which employers can make service and recreation programs available to employees.

Health Insurance and other Benefit Plans: The ADA's prohibition against discrimination applies to the provisions and administration of health insurance and other benefit plans, such as pension plans and life insurance. Theoretically, this means that an employer should provide the same coverage to disabled employees that it provides to the others.

However, the ADA does permit employers to provide insurance plans that comply with existing Federal and State insurance requirements, even if they adversely affect employees with disabilities, provided they are not used as a subterfuge to evade the purpose of the ADA. This means that an employer may continue to offer health insurance plans that contain pre-existing condition clauses, or that limit coverage for certain treatments provided the restrictions are uniformly applied to all insured employees.

Other Privileges of Employment: The ADA's prohibition against discrimination also applies to all transportation and social or recreational activities provided by an employer. Accordingly, all firm-related functions such as parties, picnics, ceremonies and retiree functions should be held in accessible locations.

Employees with disabilities must have equal access to exercise facilities. Inexpensive accommodations such as velcro straps for free weights should be provided. However, an employer does not have to eliminate facilities provided for employees because a disabled employee cannot use certain equipment because of his or her disability.

Furthermore, employees with disabilities must be given equal opportunity to participate in employer-sponsored sports teams, leagues or recreational activities. For example, ES&R managers

can provide extra protective gear or make rule adjustments to games so that disabled employees can participate.

Finally, because ADA coverage extends to all third-party contracts, ES&R managers must assure that firm sponsored benefits or events use facilities that reasonably accommodate disabled persons. If a local health club offers discount membership dues to employees of your company, check to make sure the facility is accessible to disabled persons.

Tips on Avoiding ADA Lawsuits

The most obvious techniques for avoiding ADA discrimination lawsuits are to (1) be aware of the regulations and the intent behind them, (2) identify areas of concern in your employee services and recreation areas, and (3) implement an economical corrective action program to correct any areas of concern. ES&R managers should consider the following tips.

1. ES&R managers must have a strong understanding of ADA rules and principles to assure that their respective programs are in compliance. And while this article may be a good start, it is by no means an exhaustive resource. The Equal Employment Opportunity Commission offers a Technical Assistance Manual that summarizes the ADA without using too much legalese.
- Any labor and employment attorney in your area also should be able to direct you to other resource manuals. In fact, law firms oftentimes draft their own. Most of them are very inexpensive.
2. Assure that your coworkers are aware of the ADA and its purpose. This can be accomplished through a number of different means: Give them a copy of this article; give them a copy of your other resource materials; or hold meetings to discuss the ADA and its impact; or hold training sessions with other NESRA members on the ADA.
3. Identify areas of concern in existing programs and facilities. One important factor in your assessment will be physical accessibility. Many employers think that they only have to be concerned about people who use wheelchairs. However, physical accessibility is also a concern of those who use a cane, or wear braces or utilize protheses. Design features should also include considerations for people who are visually impaired or hearing impaired. And accessibility issues do not stop at the workplace—managers also need to as-

sure that activity rooms, lunchrooms, rest rooms and water fountains are accessible, as well as sites for firm functions.

4. Identify safety concerns in programming by reviewing evacuation procedures for the activity rooms, the gymnasium, etc. The employee services staff should be trained in CPR and should be able to recognize the difference between conditions such as an epileptic seizure or cardiac arrest—and what to do about it! Fitness instructors also should be certified in safe, adaptive routines.
5. The disabled generally are not limited to the scope of activities that they can successfully participate in. Wheelchair users play basketball. Visually impaired persons play softball. Managers should always avoid setting up separate activities for disabled employees—separate but equal is prohibited by the ADA. Add sugar-free snacks at office functions for diabetics. Assure that smoke at a cookout is isolated from other activities so that those with asthma can participate.
6. Ask disabled employees if they need assistance or special accommodations. Their input is crucial. If you set up a task force to examine service and facility concerns, make sure a disabled worker is included.
7. Document everything you are doing. If you implement changes, if you organize a task force, or if you go to seminars to learn about the ADA, make sure that you have a record of it. Should a lawsuit arise despite your efforts, the documentation will be strong evidence that you and your firm are attempting in good faith to comply.

Conclusion

Disabled persons have needs. And not all of those needs cost a million dollars to accommodate. The most important accommodation, respect, costs nothing at all. It's extremely important not to treat workers with disabilities any differently than other workers—except for the accommodations. Employers have to expect the same job standards, to utilize the same disciplinary methods, and to offer the same benefits and privileges to all of its workers.

Raymond Davis is a member of the nationally recognized law firm of Hunton and Williams. Davis is a resident in the Raleigh, North Carolina office where he specializes in labor and employment law and sports law matters.

Chris A. Wilsman, CESRA, is the Employee Recreation Supervisor for the University of North Carolina, Chapel Hill, North Carolina.

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Happy 35th Anniversary ESM

From sports leagues to talent shows to dependent care, NESRA's magazine has continued to keep its readers abreast of the latest innovations in employee services. Look at how it has changed to reflect the needs of its readers.

by Cynthia M. Helson, editor

In January 1958, members of the National Industrial Recreation Association received their first copy of *Recreation Management: The National Magazine of Recreation in Industry*. The 26-page magazine featured a black-and-white photo taken from below showing a snow skier in mid-air performing a ski jump.

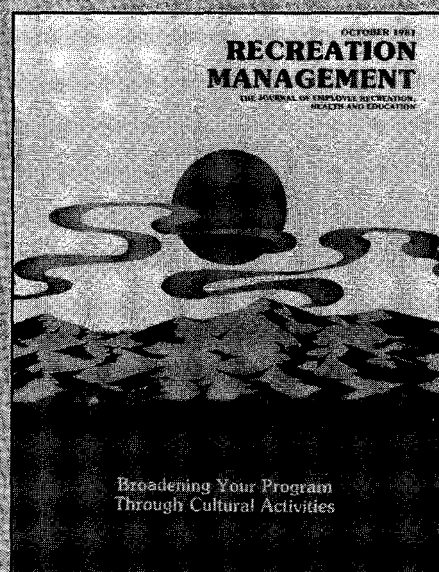
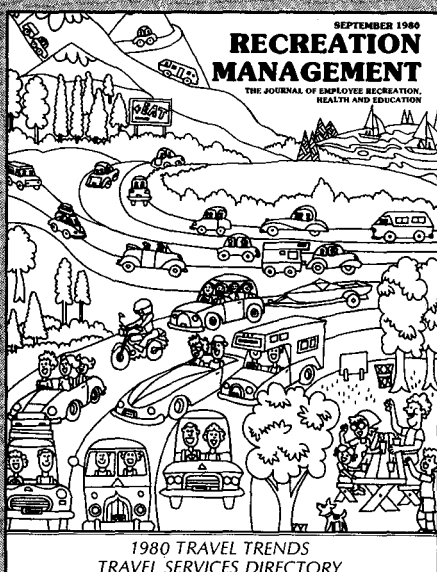
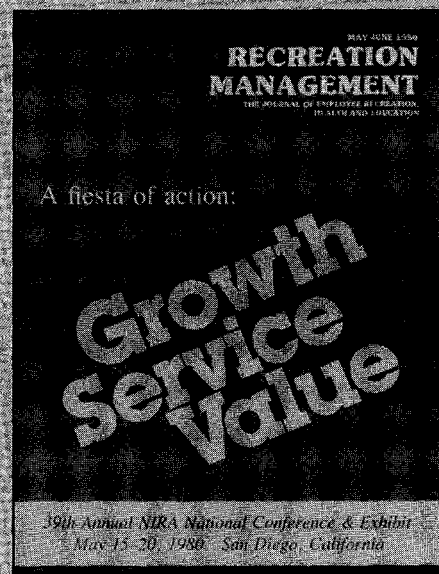
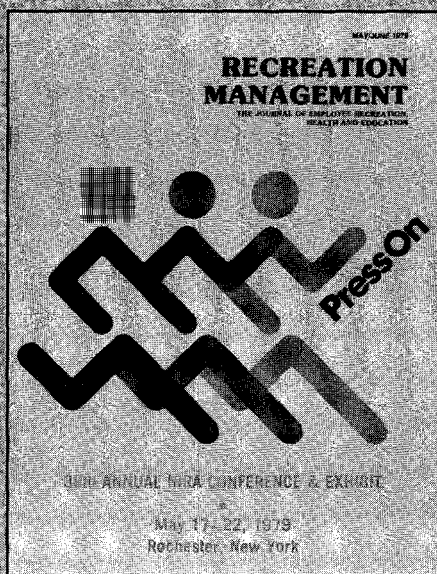
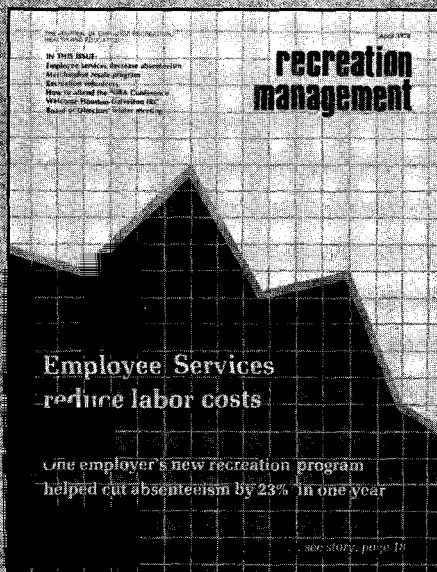
Members read from the cover teasers for the stories inside, "Employee Tours—Travel Bug Bites Industry," other stories were "Industrial Recreation Comes of Age" "Everyone Gets into the Act" "Is the Bowling Season Too Long?" and "In the Good Old Days."

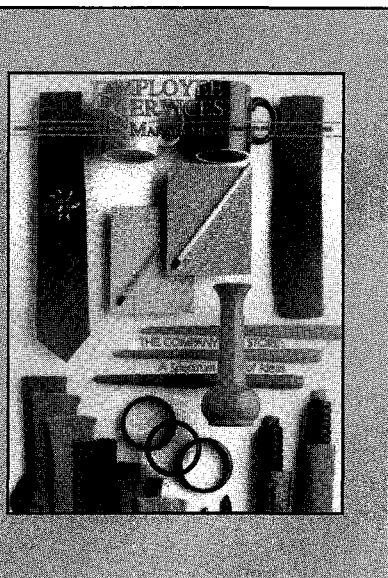
When readers turned to the letter from the editor, Don L. Neer, they read "If you want to set up a round-robin baseball tournament or just a game of washers in the lunchroom, *Recreation*

Management will help you with your problem. It is designed to be a provocative and an informative meeting ground on all phases of recreation."

The magazine's focus was primarily on recreation. The article "Industrial Recreation Comes of Age!" made the point that, "Today, industrial recreation is not only good for business but is big business itself." It cited various figures of how much recreation managers spent on equipment and facilities. Photos displayed two employees playing horseshoes during noon hour, a new recreation center at Kohler Company in Kohler, Wisconsin and new softball diamonds and a running track at Raycroft Walsh Park, Hamilton Standard Division.

The magazine conveyed a real sense of pleasure. It often showed employees looking very happy enjoying themselves. It gave the reader a





sense of belonging to a family as they kept abreast of each other's programs. It represented "good, clean fun" characteristic of the '50s.

Ten years later, the magazine began to gain weight from 26-pages to 30-pages and began to give more space to feature stories and less to departments. Looking through the entire volume of 1968 *Recreation Management*, one notices a different thrust to recreation. Articles are addressing the demands of employees rather than showcasing existing programs. Articles revealed how aware employees were of their programs and how they were recognizing the potential of these programs to provide them with more services.

For example, an article in the March 1968 issue titled "New Demands, New Opportunities—Are You Ready?" presses upon the reader the demand for the recreation director to provide employees with an expansion of new experiences. In this article, Melvin C. Byers, then supervisor of employee services at Owens-Illinois, Inc. said, "The rapidly increasing leisure time of our society has created a new demand for greater exposure to various forms of recreation. We see industrial recreation developing from a broader base than it has in the past decade." Other stories supported this demand. "Purdue Survey Points Up the Need for Professional Recreators" discussed the importance of the rising standards for recreation managers. "Employees Gang Up for Dream Vacations" showed the increasing awareness of employees.

Issue after issue, members received a wonderful variety of interesting information from employee kite clubs to bowling tournaments to philosophical discussions to NIRA Conference programs and, oh yes,—photos of the Miss NIRA Contest Winner.

"Send Us the Prettiest Girl in Your Recreation Program" would announce in the February issue the beginning of the Miss NIRA beauty contest in which members were urged to send in photos of pretty employees participating in recreation programs. Then, in the June/July issue, the new Miss NIRA would be portrayed wearing the Miss NIRA banner across her chest.

As the National Industrial Recreation Association continued to publish its official magazine it continued to meet the needs of its members. It often gave them helpful information on day-to-day encounters. It kept them abreast

of the changing nature of vending operations and it described how other managers implemented children's programs, tournaments, leagues and travel information. For the most part, these stories were written in more of a news fashion—this is what's going on at XYZ company. Even though NIRA had well over 1,000 members, its magazine kept readers informed of successful programs across the country.

In 1978 the magazine, still called *Recreation Management*, took on a hard hitting professional image. The cover of the February 1978 issue featured the words "Effective Management." Beneath these words were five boxes, two above three—arranged like a pyramid. Each box contained an article title and its appropriate page number. They read "Support from the Top," "Success through Involvement," "Community Relations Project," "Work and Recreation Prospective," and "Employee Activity Guidelines."

Departments shifted. New ones were added and some were dropped. New departments were "About the Cover," "The NIRA President Would like a Word With You...," "Tournament News" and "NIRA Calendar." It seems as though NIRA took on a more proactive role. Instead of providing only practical tips, it urged readers to develop vision and to work within a "big picture." *Recreation Management* gained confidence in its ability to be an authoritative resource. While the issue contained an article about a "Junior Achievement Trade Fair," it also contained another article, "To Succeed, Get into the Organization."

The magazine forged new paths for recreation managers by providing information on employee recreation internships, boosting productivity, commuter services and even introducing the concept of an employee store. *Recreation Management* took an even more structured format as it offered questions and answers and often provided a summary statement of each feature story right below its title. The magazine resembled a professional journal as it continued to keep recreation managers up-to-date of the latest trends and techniques and it encouraged them to venture beyond sports leagues and holiday parties.

The National Industrial Recreation Association became the National Employee Services and Recreation Association on January 1, 1982. Al Ward, NESRA's Immediate Past President (1980-81) wrote the reason for the change was that the new name "Reflects a determination to retain and build upon the strengths of both

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Employee Services and Industrial Recreation and to use that enhanced strength to broaden the membership base and provide an ever evolving and growing package of quality services." Thus, with the change in name came a change in the magazine's masthead to *Employee Services Management*.

NESRA members received the premier issue of *Employee Services Management* in December, 1982. In addition to sporting a new masthead, the cover of the magazine presented the new association logo which remains NESRA's logo today.

Inside, the magazine stayed consistent with the previous year's design. The contents of this issue were very thought-provoking. The article "Moving Ahead with the Baby Boom" instilled the importance of planning for the future.

The article, "Corporate Sponsored Day Care" addressed the anticipated need for child day care. The article examines the different approaches employers took from presenting the need for day care to the community to donating in-kind services to community centers to making financial donations to centers to offering referral services. However, the article only slightly implies employers offer an on-site childcare facility.

The departments continue to offer information about the organization as well as practical tips. Some departments were "What is NESRA?" "Fitness/Health Bulletin," "Evidence" and "Tournament News" in addition to some of the mainstays "Idea Clinic," "NESRA News" and "The President Would Like a Word With You."

The types of information covered gave a new sense of direction to the magazine. It offered more focused articles that clearly provoked readers to expand their skills and to look for new opportunities.

The 1983 volume covered risk management and often evaluated the demographics of the workforce. *Employee Services Management* was certainly expanding its topics.

In 1988, *Employee Services Management* took a look back with the cover depicting a 1916 women's field hockey team of Good Year Tire and Rubber Company employees. The cover story was "Historical Perspective." The magazine was designed to "bring a renewal of ESM's purpose and identity," described by then editor, Pamela A. Tober. The magazine's goals were to:

- offer specialized information, gathered and presented specifically for ESM's audience,
- allow more member visibility without compromising professional standards,

- provide information that reaches all segments (volunteer, multi-hatter, paid professional) of the NESRA's membership by targeting one article in each issue addressing one of these areas.

To provide member visibility, ESM contained two new departments.

"Viewpoint" presented a photo of a member and an editorial of his/her expressing his/her opinion of an issue affecting employee services and recreation managers. The second department was a listing of "New members." Late breaking news was presented in the "ESM Bulletin" department.

Just prior to this 1988 redesign, the magazine made a complete shift away from highlighting members programs and showing employees enjoying themselves to a shift to showing very few head shots of Board Members, Presidents and Management Heads. Now, in 1988, NESRA sought a balance between the extremes in its publication. There was a return to more photos and an introduction of something new to this publication: Sidebars and charts. The presentation of the magazine became more reader friendly. Sidebars pulled important information out of stories and charts helped readers understand the relationship of figures to one another.

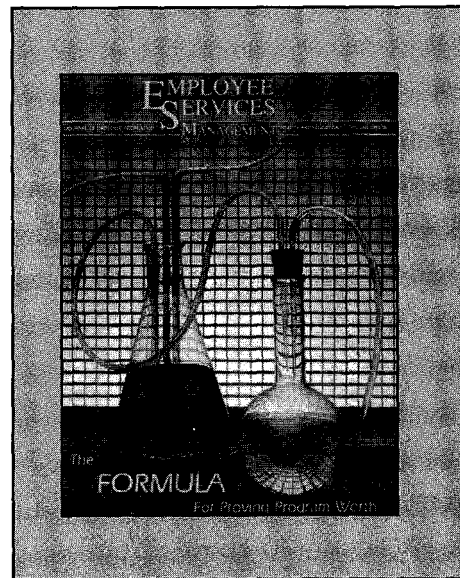
Articles contained a harmonic balance between programming ideas, management techniques and trends in the workplace. The magazine also gained respect as it often spurred readers into contemplating and preparing for the future.

It balanced feature stories and departments. Feature stories included "A Historical Perspective: Evolution of Employee Services and Recreation," "A Day In the Life of the ES&R Volunteer," "Outfitting Sports Teams" and "Organizing Special Events."

Employee Services Management became a plethora of new research in the field as it often presented results from surveys and reports from research. In addition, *Employee Services Management* also became an ideal place for NESRA to highlight its services for its members.

In 1993, *Employee Services Management* presents an upbeat, sophisticated design as it opens the year recognizing the accomplishments of employee services and recreation managers in its cover story "Beyond the Clipboard and Whistle." Throughout 1993, NESRA members—be


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they full-time, multi-hatters or volunteer employee services and recreation managers—will find information on the essential elements of a solid ES&R program—facilities, theme parties, program justification as well as guidelines for today's innovative dependent care, retiree services and special services. Members will also be urged to create visions for their program and to consider workforce demographics of today and tomorrow when implementing programs. In a time when obstacles are plentiful, *Employee Services Management* will motivate its readers to accept new challenges. The magazine will accentuate the positive as it highlights small company programs, notable facilities and NESRA national award winners. It will provide a link between NESRA Headquarters staff and members in the department, "Staff Side" and it will strengthen the link between members in the "Candid Corner" department. With consideration for members with special interests, the "Health Promotion" department will offer helpful information on enhancing readers health promotion program and the "Employee Store" department will

highlight a variety of employee stores NESRA members are managing around the country as well as continue to provide information about managing the store. In addition to delivering practical, useful information on day-to-day operations of an employee services and recreation program, ESM prepares its readers to administer the programs tomorrow's employees will demand.

Conclusion

Beginning with *Recreation Management*, NESRA's magazine now, *Employee Services Management* has transformed from essentially a showcase of recreation programs to an impressive tool offering guidelines and information on implementing an increasing number of employee services and recreation programs. It's presented in the professionalism of a specialized journal with the friendliness of real people-oriented programs. It is the only journal specializing in employee services and recreation. It has informed and energized its readers for 35 years and it will continue to reflect the development of its readers. 



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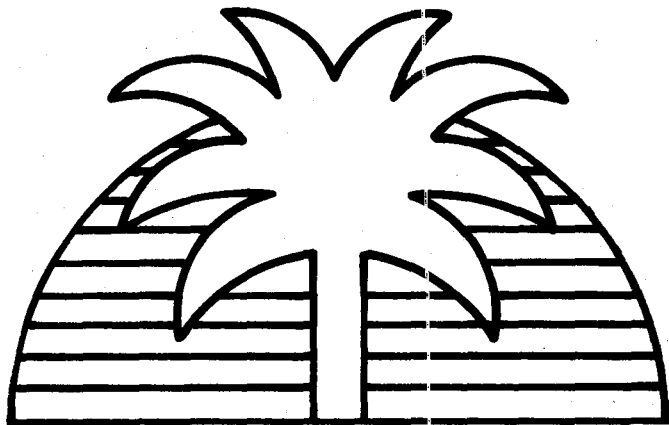
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IL 60521-2371, (708) 368-1280, Fax: (708) 368-1286



*A Changing Climate in Employee Services
and Recreation*

NESRA's 52nd Annual Conference & Exhibit

April 14-18, 1993

Saddlebrook Resort at Tampa Bay, Florida

To succeed in "A Changing Climate in Employee Services and Recreation," those implementing employee services should attend NESRA's 52nd Annual Conference and Exhibit.

Change is a constant in life. Since employee services and recreation managers must keep abreast of the latest information affecting their roles in the workplace, this conference will give attendees the information they need to anticipate change and to prepare for it. Your success depends on how well you anticipate change.

During general sessions, powerful keynote speakers will deliver vital information on mental toughness, trends in benefits, workforce diversity and risk management. Attendees will be able to tailor the conference agenda to their specific situations as they choose from a total of 42 concurrent

sessions. Sessions will be devoted to nearly every aspect of employee services and recreation:

- How to start a travel program
- Setting organizational goals
- Recycling
- Designing facilities to meet ADA requirements
- Unique programming ideas

A new track especially for chapter presidents will be introduced. Sessions in this track will offer guidance on how to survive an audit, monthly meetings, developing leadership, reverse vendor fairs and membership development. A Chapter Rap Session will provide an ideal opportunity to share ideas.

Now take a closer look at the general session speakers who promise to deliver lively, informative presentations.

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**Attendees
can choose
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of 42
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sessions.**

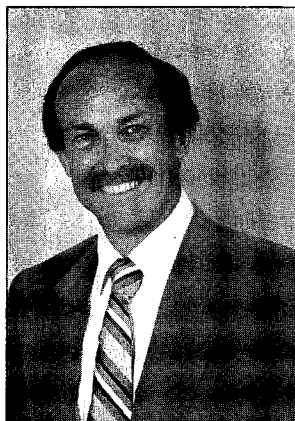


A CHANGING CLIMATE



Mental Toughness

Jack L. Groppe, Ph.D., F.A.C.S.M.



The demands of life and business are not getting easier. They are getting tougher! Since it's impossible to reduce stress, you have to get tough! This presentation will deal with specific strategies on how to handle these demands as we head into the next century. You will learn how to become physically and mentally tough which will lead to emotional toughness. Emotions are the fuel of life.

Everyone's a corporate athlete—a great performer. You'll learn how great athletes perform under stress and how that relates to you in business and real life. You will learn how to become a world-class corporate athlete who is racing in the competitive world.

Dr. Jack Groppe, sport scientist, fitness and nutrition consultant, author, lecturer and coach, is the Executive Vice President of the Loehr-Groppe/Saddlebrook Sport Science Center in Wesley Chapel, Florida. He is currently an adjunct associate professor in the Department of Exercise and Sport Sciences at the University of Florida. His research has included performance analyses of over 12 sports, having successfully worked with numerous world class athletes such as the Chicago White Sox, Stan Smith; John McEnroe and Michael Chang.

He is formerly the Director of Tennis and the Director of Sports and Health Development for Saddlebrook Resort and the Director of Player Development

for Harry Hopman/Saddlebrook International Tennis.

Dr. Groppe is world renowned for his application of the sport sciences to human performance, both in the athletic and business worlds. He is a motivating and entertaining speaker who has spoken at over 700 functions.



Trends in Benefits

Dallas Salisbury



Become informed of the future direction of health care and employee benefits. Discover why benefits exist, the hazards employees face, and demographic changes. Listen as Dallas Salisbury describes innovations in pension plans. He'll address the challenges faced in delivering health and pension plans and participation records. Salisbury will give you the latest information on health cost control and flexibility in benefits. You'll learn how demands for benefits will change as employees age and how these demands will be satisfied. You'll also be briefed on what to expect in the future—emphasis on choice, individualism, cash, and much more. Salisbury will reveal what new opportunities benefits will offer you in the future.

Dallas Salisbury is president of the Employee Benefit Research Institute (EBRI), Washington, DC. EBRI began in 1977 because a few people believed that the country needed a "think tank" that would focus on employee benefits and related issues of economic security. It has evolved into one of the most

authoritative and highly respected public policy research organizations in the nation.

The Institute's mission is to advance the public's knowledge and understanding of employee benefits and their importance to our nation's economy.

Dallas joined EBRI in 1978 as its first employee. Before that, Dallas served as Assistant Executive Director for Policy at the Pension Benefit Guaranty Corporation and as Assistant Administrator for Policy and Research of the Pension and Welfare Benefit Programs Administration, U.S. Department of Labor.



Multiculturalism: A Third-Generation Approach to Managing Diversity

Santiago Rodriguez



Several approaches aimed at diversifying the American workforce within corporate settings have been attempted over the last 30 years. These programmatic initiatives have evolved over three "generations" and frequently exist concurrently in most human resources programs. Each of the generations possesses its own rationale, validity and effectiveness, although, from a business perspective, the third generation, managing multiculturalism (or, diversity, as some practitioners prefer), shows the most promise and the greatest likelihood of incorporation and integration into standard business planning.

Managing multiculturalism as a concept and program presumes that people are indeed different. They are different precisely because they belong to a myriad of cultural groupings. Rather than ignoring those differences, it is vital for organizations to harness that difference from a management perspective in order to gain a valued additional dimension in the way business is conducted.

Rodriguez will explain how to manage these differences and how doing so will enhance the workplace.

Santiago Rodriguez is the Director of Multicultural Programs at Apple Computer in Cupertino, California. He was formerly the University Affirmative Action Officer at Stanford University and has also served as the Director of Intergovernmental Relations, Office of the Commonwealth of Puerto Rico, in Washington, D.C. At the U.S. Civil Service Commission, he was Assistant Director of the national Hispanic Employment Program. Prior to joining the Commission, he was employed by the U.S. Equal Employment Opportunity Commission where he progressed from Investigator to Management Intern to Special Assistant to the Chairman.

▼ Recreation Business: Risky Business

Anthony Marshall, J.D.



- The exploding dining room
- The flaming employee
- The vanishing award recipient

Come listen to the "dos and don'ts" to handling these situations and other accidents which can occur at recreation activities held at hotels, clubs or recreation centers. Anthony Marshall, attorney-at-law, will explain how a cocktail party can cost the corporate sponsor millions more than expected. Learn the "dos and don'ts" of serving alcohol as it relates to a corporate party. Don't let your company be the one to serve a million dollar drink.

Marshall will present a potpourri of legal cases illustrating negligence. From this knowledge you will better manage your company's events.

Meetings and Conventions describes Anthony Marshall as "One of the most successful educators in the hospitality field, who dazzles audiences with wild gimmicks in risk management speeches."

Anthony Marshall, dean of the School of Hospitality Management of Florida International University brings life into an otherwise dull topic: risk management. Marshall is a leading authority on negligence as it applies to meetings and recreational activities.

Beginning at the age of 16 he worked summers in various resorts around New England.

He built on that experience by getting a bachelor of science degree in hospitality management at UNH, then went into the military. In the military, he ran the clubs and recreation area. After that, he earned his law degree at the Syracuse University College of Law. In 1972, he was hired as professor of law and associate dean to the then brand-new Florida International University in Miami. Ten years ago, he became dean of its School of Hospitality Management.

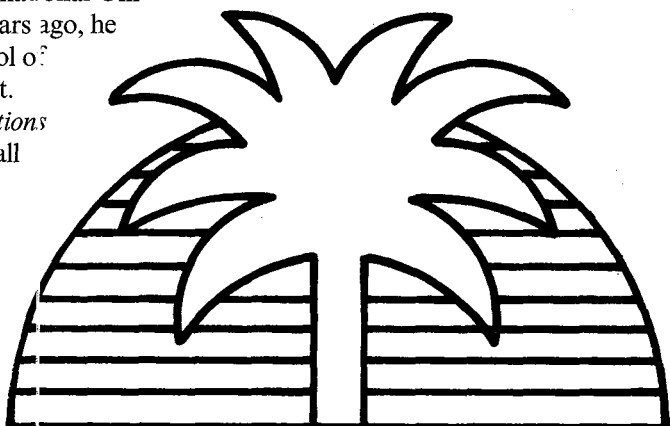
Meetings and Conventions says, "In person, Marshall is anything but the kind of person you might expect from his curriculum vitae. In an academic setting, his flamboyant personality comes off like a firecracker

in a funeral home. He likes to surprise, shock and dazzle."

Conclusion

In addition to gathering extensive information on issues affecting you, you will be treated to high-caliber special events sponsored by the host Tampa Bay/Suncoast Chapter, and some of our own NESRA National Associate Members.

The Tampa Bay/Suncoast Chapter will welcome all guests at a hospitality reception held in their hospitality suite on Wednesday night. On Thursday evening, Busch Entertainment will escort attendees to Busch Gardens where they will provide dinner and entertainment. Universal Studios Florida and Universal Studios Hollywood will keep the energy level up as they treat attendees to dinner and entertainment at their theme party on Friday night. Walt Disney's Magic Kingdom Club will transform the President's Dinner into an evening in the tropics by sponsoring entertainment and decorations.



NESRA's
52nd Annual Conference and Exhibit
Saddlebrook Resort at Tampa Bay, Florida
April 14-18, 1993
Registration Form

Full Name (Print) _____ Common First Name _____

Status: Delegate _____ Spouse _____ CESRA _____ RVESRA _____

Company _____ Position _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ Number of Employees _____

Is this your first National Conference? Yes _____ No _____

Expected date of Arrival _____ Departure _____

() Please check if you are disabled and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/1/93	After 3/1/93
Delegate-NESRA Member	\$375	\$410
Non-Member Delegate	395	420
Commercial Attendee not Exhibiting	475	500
Spouse	185	195
Student (Includes sponsored functions)	185	185
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371, Fax (708) 368-1286. Any questions, call (708) 368-1280.

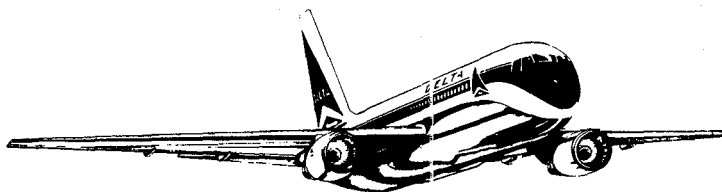
Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/1/93. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with Saddlebrook Resort. We cannot guarantee room availability after 3/1/93. NESRA Conference room rate at Saddlebrook Resort is \$115 per night Deluxe Guest Room (1-2 people), \$175 per night One-Bedroom Suite (1-2 people), \$270 per night Two-Bedroom Suite (2-4 people) Should you prefer to telephone in your room reservation, the number is (800) 729-8383 or (813) 973-1111. Be sure to state you are part of the NESRA Conference.

FOR OFFICE USE ONLY

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DELTA AIR LINES



Save 40% or More
On Special Air Fares
Call 1-800-241-6760
Refer to File No. R0861

Delta Air Lines, Inc., in cooperation with the National Employee Services and Recreation Association, is offering special rates to NESRA's 52nd Annual Conference and Exhibit, April 14-18, 1993. These fares are based on Delta's published round-trip fares within the United States and San Juan.

- A 5 percent discount off any published fare (except group, military, government contract, Visit USA, and Delta's Canadian fares), providing all rules and conditions of the airfare are met.
- 40 percent off the unrestricted Coach (Y, YN, YI) fare. Seven days advance reservations and ticketing is required.
- Exceptions:
Travel from Delta's Canadian cities will apply at 40 percent discount, and travel solely on Delta Connection carriers will apply at a 35 percent discount.

To take advantage of either discount, follow these simple steps:

1. Call Delta, or have your travel agent call at (800) 241-6760, for reservations 8 a.m. to 11 p.m., Eastern Time —Daily.
2. Refer to File Number: R0861
3. Certain restrictions may apply and seats are limited.
4. These discounts are available only through Delta's toll-free number, so call today!

Northrop Aircraft Division Employee Store

Hawthorne, California, a suburb of Los Angeles

▼
**Get new ideas
for your store
by learning
what peers
are doing with
their stores.**



Northrop logo items are top sellers.

The Stores:

The Northrop Aircraft Division has two employee store locations. The main store, approximately 3,500 sq. ft., including offices and stockroom, is located in the main complex in a separate building next to Human Resources. The second store, approximately 3,000 sq. ft., is located in the West Complex in a building behind the assembly line. Both stores are a mixture of self service and over-the-counter service.

The merchandise mix includes logo items, home audio-video, cologne, toys, tools, housewares, accessories, collectibles, giftware, stationery, jewelry, film processing and cameras. The best selling items are Northrop logo items, toys, cologne, jewelry and home audio/video items.

A staff of 22 full-timers serve an employee population of 12,000. The main store is open Monday through Friday, from 10:30 a.m. to 12:45 p.m. and 1:45 p.m. to 5:15 p.m. The West

Complex store is open Monday through Friday from 9:00 a.m. to 9:15 a.m., 11:00 a.m. to 12:30 p.m. and 1:30 p.m. to 4:45 p.m. During these times, employees can make purchases with cash or payroll deduction and soon their options will include Mastercard and Visa. The staff processes, receives and marks inventory by SKU number and controls inventory through a computer system. Through this system, sales are recorded by sub-department rather than by item.

Although the store is not affiliated with the Recreation Club, it does provide an outlet at each location for the sale of tickets, stamps, etc.

The staff promotes the store's items with monthly sale fliers. Each week a category of merchandise is on sale for three days, Tuesday, Wednesday, Thursday. A different category is chosen for a one-day sale on Friday. Discounts range from 15-25 percent off the retail price. These sales are summarized by month on a flier available in the store. This information is also provided on the closed circuit TV system within the plant and on the office vision.

The value of the store is explained to management in terms of the store being viewed as an employee benefit. Employees can shop using payroll deduction with no interest, which also makes the store a convenience.

Northrop's vision statement is to offer high quality consumer goods at reasonable prices to Northrop employees. In the future, its staff will continue to look for new items by listening to the customers' wants and needs. It also plans to continue to improve quality and price structure.

The Manager:

Darryl Heath has been managing the Northrop Employee Stores for four years. He brought eight years of retail experience which included serving as assistant general manager of store operations for Robinson Department Stores, a major department store chain in Southern California. Heath says one of his challenges is to "try to find new suppliers and new merchandise that will meet the needs of our customers." However, when asked what he enjoys most about his position at Northrop, Heath says "I enjoy the variety of assignments and working to deliver customer satisfaction."

For more information on Northrop's Employee Store, contact Darryl Heath, store manager, (310) 332-3690.

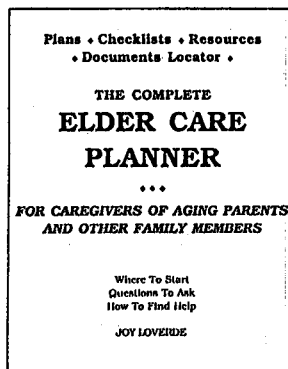


Northrop sells a variety of home audio / visual items such as TVs, VCRs, and camcorders.



Payroll deduction encourages employees to purchase big ticket items such as Lladro collectibles.

Provide Employees with The Complete Elder Care Planner



"Employers are beginning to understand that they incur elder care related costs in terms of lost work time, impaired productivity, unplanned absences, higher use of health benefits, and employee turnover rates."

—Patrick Stinson, NESRA Executive Director

Protect the future of your organization. *The Complete Elder Care Planner: Everything Caregivers of Aging Parents Need to Know* by Joy Loverde, is the resource for fast answers for employee caregivers or can be used as a comprehensive guide to plan ahead. *The Complete Elder Care Planner* is ideal for distribution to employees as their elder care resource. The planner includes these timely chapters:

- How to Tell if an Elder Needs Help
- Getting Help
- Taking Care of You
- If an Elder is Hospitalized
- Ready Cash
- Health & Wellness
- Housing
- Long Distance Assistance
- Managing Medications
- Estate Planning
- Insurance for a Longer Life
- Documents Locator
- Elders & Driving
- Quality of Life
- Caregiving Questions to Ask

The Complete Elder Care Planner, consisting of 192 pages, 8-1/2" x 11", softcover, index and large type can be purchased and distributed to employees to offer them clear, direct, *immediate* solutions to common caregiver problems ranging from time-saving plans, checklists, documents locator, to tips and sources on where to get the latest information on all aspects of elder care. With over 21 years of insight and caregiving experience in one reference, *The Complete Elder Care Planner* has been specifically designed to assist caregivers and professionals in addressing critical elder care issues and effectively dealing with them.

The Complete Elder Care Planner —\$14.95

Quantity	Discount	Cost Per Copy
2 - 19	20 %	\$11.96
20 - 49	30 %	10.47
50 - 99	35 %	9.71
100 - 249	40 %	8.97
250 - 499	50 %	7.47
500 and more	Inquire	

Personalized editions are available in quantities of 1,500 or more. We can print your organization's name and logo on the cover and include a cover letter inside. Please call The Monarch Company (714) 451-8488 for details.

Pricing does not include shipping and handling charges and is subject to change without notice.

Quantity	Price	Discount	Subtotal
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	Shipping & Handling (See below)		_____
	Total		_____

Shipping & Handling: \$2 for first book, 75 cents for each additional book. Customer pays all shipping. Allow a minimum of 3 weeks for delivery (6-8 weeks for personalized editions).

Terms: Books are nonreturnable. Prepayment is required. Personalized editions require a 50 percent deposit with the balance due prior to delivery. Quantity discounts are for shipments to one location only.

Make checks payable to: **NESRA Headquarters, 2211 York Rd., Oak Brook, IL 60521,**

Fax: (708) 368-1286.

SHIP TO: (Please type or print)

Name _____	Telephone _____
Organization _____	Title _____
Address (No P.O. Boxes please) _____	
City/State/Zip _____	

“Hook” your programming to a healthy theme!

by Terrie Heinrich Rizzo, M.A.S.

▼
**Discover new
themes for
your program
in the National
calendar of
Health
Observances.**

Do you need more pizzazz in your employee programming? Have your classes and seminars fallen into a rut? Are you looking for some new ideas?

Well, how about giving fresh focus to your programs by hooking them into the national calendar of health observances! Your seminars and classes not only will be more varied, they also can become part of the nationwide effort to focus attention month by month on different health concerns. You gain easy, interesting variety to your programming by incorporating these “themes” as a focus; your employees gain good information that can help keep them healthy and productive. With just a little extra effort, you can do a lot for everyone. Here’s how:

Every month of the year is devoted to a variety of particular health concerns called national health observances. For example, February is American Heart Month, and concerned professionals nationwide—including many of you—observe it by planning activities and classes that focus on heart health. But did you know that March is National Nutrition Month? Or that October is National Spinal Health Month and National Breast Cancer Awareness Month? Or that September is (are you ready?) National Foot Health Month and National High Blood Pressure Month and Older Americans Month and National Arthritis Month! The same kinds of things that are done for Heart Month in February can be done for each and every one of the other months of the year—thus making your programs more varied and timely and significantly more valuable for your employees.

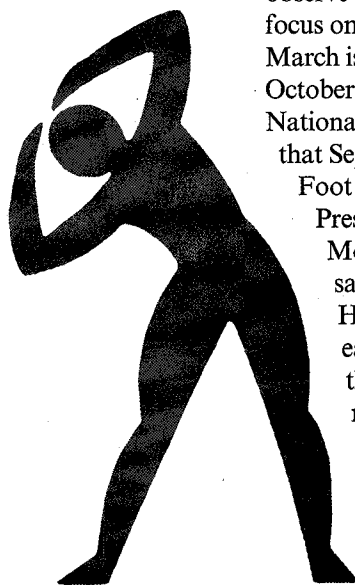
At the end of this article is a list of some of the national health observances that are naturals for becoming programming themes. Many of the

sponsoring organizations provide free materials that range from a single reproducible flyer to packets of promotional materials. By planning your calendar and making advance arrangements, you can have a wealth of information to distribute to your employees absolutely free.

You can make your theme programming as simple or as complex as you wish. Once you’ve decided to “devote” your programming to a specific observance, it’s as easy as 1-2-3 to get started.

1. Identify the theme very clearly and repeat it often—“National Back Health Month” in April, for example—and then,
2. Provide free handouts that focus on the theme—the more the better!
3. Reinforce your theme in several ways. You can offer one or more brown-bag lunch seminars with guest speakers, for example, or regularly electronic-mail relevant tidbits of information.
4. Distribute appropriate newspaper and magazine reprints or other items of information, about the topic; and
5. Encourage your employees to get involved, too, by bringing in articles or other ideas that add to the monthly theme.

Something that is particularly fun for fitness classes (or appropriate seminars) is the incorporation of music titles that relate to the special themes. For example, song titles containing the word “back” can focus on National Spinal Health Month, or titles with “high” can be used to introduce National High Blood Pressure Month. While it may be difficult to put together complete tapes, using even one or two appropriate songs focuses on your theme and provides some fun. Consider asking your employees to suggest or bring in songs—you’ll be amazed at what you’ll get!



When it's appropriate, fitness classes can focus on exercises that directly relate to the chosen theme. For example, instructors could demonstrate and/or give handouts of recommended eye exercises for National Eye Health Care Month (January), show good children's exercises for Family Health Month (October), or demonstrate a selection of stretches for bicyclists during National Bike Month (September). Use creativity—imagine what could be done for an entire month for Correct Posture Month (May) or National Nutrition Month (March)!

Theme programming has worked with Stanford University's Health Improvement Program at the Stanford Center for Research in Disease Prevention, Palo Alto, California, to provide an extra dimension to our programming, and it can work for you, too. Remember, your employees will be the big winners from your efforts. By stimulating their awareness of a variety of health risks and by focusing your programs—even a little—on specific health topics, you are providing workers with more tools to live healthier lives. Best of all, you don't have to reinvent the wheel to do it—take a look at the nation-

al health observances you can "hook" into, and you'll see you can go nearly three years without repeating themes. Now that's program variety!

Annual National Health Observances

The following are annual National Health Observances that are especially relevant for fitness classes. Free materials are available from most of the sponsoring organizations. You can contact them directly for more information. (Note: A complete listing of yearly health observances is available from the National Health Information Center, U.S. Dept. of Health & Human Services, Washington, D.C. 20036; (800) 336-4797 or (301) 565-4167.

Terrie Heindrich Rizzo, M.A.S. is the coordinator of Health Education Programs at the Stanford University Health Improvement Program at the Stanford University School of Medicine at Palo Alto, California. The American Hospital Association in Chicago, Illinois also contributed to the Annual National Health Observance Calendar.

▼
When it's appropriate, fitness classes can focus on exercises that directly relate to the chosen theme.

▼ National Calendar

January

National Volunteer Blood Donor Month
American Association of Blood Banks
8101 Glenbrook Rd.
Bethesda, Md 20814-2749
(301) 907-6977

National Eye Health Care Month
The Ophthalmic Press and Television Information Center Foundation
5005 Central Ave.
St. Petersburg, FL 33710
(813) 323-4999

National Glaucoma Awareness Week
National Society to Prevent Blindness
500 E. Remington Rd.
Schaumburg, IL 60173
(800) 221-3004
(708) 843-2020

Birth Defects Prevention Month and Mothers March

March of Dimes Foundation
1275 Mamaroneck Ave.
White Plains, NY 10605
(914) 428-7100 or contact local chapters

February

American Heart Month
American Heart Association
7320 Greenville Ave.
Dallas, TX 75231
(214) 373-6300 or contact local chapters

National Girls and Women in Sports Day
Women's Sports Foundation
342 Madison Ave., Suite 728
New York, NY 10173
(212) 972-9170

March

National Nutrition Month
American Dietetic Association
216 West Jackson Blvd.,
Suite 800
Chicago, IL 60606
(312) 899-0040

National Chronic Fatigue Syndrome Awareness Month
National Chronic Fatigue Syndrome Association
3521 Broadway, Suite 222
Kansas City, MO 64111
(816) 931-4777

American Diabetes Alert
American Diabetes Association Public Relations
1660 Duke St.
Alexandria, VA 22314
(800) 232-3742 or contact local chapters

MORE



of Health Observances

Calendar of Health Observances

▼ National

▼
Reinforce your theme in several ways.
Offer brown bag seminars and distribute healthful hints.

April

Cancer Control Month
American Cancer Society
1599 Clifton Rd. NE
Atlanta, GA 30329
(800) ACS-2345
(404) 320-3333 or contact local units

National Alcohol Awareness Month
National Council on Alcoholism and Drug Dependence, Inc.
12 West 21st Street
New York, NY 10010
(212) 206-6770

National Health Screening Month
No sponsoring organization, but contact the American Cancer Society and other groups for information on recommended health screenings.

National Volunteer Week
National Volunteer Center of the Light Foundation
736 Jackson Ave.
Washington, DC 20503
(202) 408-5162

World Health Day
American Association for World Health
2021 L St. NW.
Washington, DC 20036
(202) 265-0286

May

Better Hearing and Speech Month
American Speech-Language-Hearing Association
10801 Rockville Pike
Rockville, MD 20852
(301) 897-8682

Correct Posture Month
American Chiropractic Association
1701 Clarendon Blvd.
Arlington, VA 22209
(703) 276-8800

National Running and Fitness Week
American Running and Fitness Association
9310 Old Georgetown Rd.
Bethesda, MD 20814
(301) 897-0197

National Osteoporosis Prevention Week
National Osteoporosis Foundation
2100 M St. NW, Suite 602
Washington, DC 20037
(202) 223-2226

National Employee Health and Fitness Day
National Association of Governors' Councils on Physical Fitness & Sports
Pan American Plaza
201 South Capital Ave., Suite 440
Indianapolis, IN 46225
(317) 237-5630
NESRA is a cooperating organization in efforts to help

organizations become involved in employee health and fitness.

June

National Dairy Month (Calcium Awareness)
American Dairy Association
6300 North River Rd.
Rosemont, IL 60018
(708) 696-1880

National Safety Week
American Society of Safety Engineers
1800 East Oakton
Des Plaines, IL 60018
(708) 692-4121

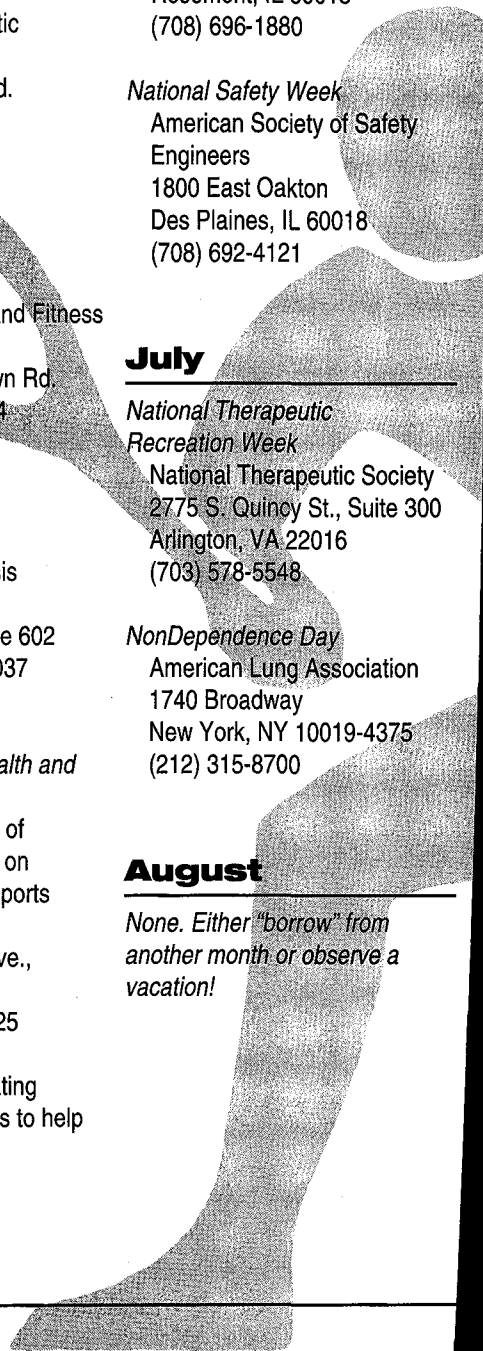
July

National Therapeutic Recreation Week
National Therapeutic Society
2775 S. Quincey St., Suite 300
Arlington, VA 22016
(703) 578-5548

NonDependence Day
American Lung Association
1740 Broadway
New York, NY 10019-4375
(212) 315-8700

August

None. Either "borrow" from another month or observe a vacation!



September

National Cholesterol Education Month

National Cholesterol Education Program Information Center
4733 Bethesda Ave., Suite 530
Bethesda, MD 20814
(301) 951-3260

Mental Health Month

National Mental Health Association
1021 Prince St.
Alexandria, VA 22314-2971
(703) 684-7722

Adult Dental Awareness Week

American Dental Association
211 E. Chicago Ave.
Chicago, IL 60611
(312) 440-2500

National Arthritis Month

Arthritis Foundation
1314 Spring St. NW
Atlanta, GA 30309
(800) 283-7800
(404) 872-7100

National Bike Month

League of American Wheelmen
190 West Ostend St., Suite 120
Baltimore, MD 21231
(301) 539-3399

National Foot Health Month

American Podiatric Medical Association, Public Affairs
9312 Old Georgetown Rd.
Bethesda, MD 20815
(301) 571-9200

National High Blood Pressure Month

National High Blood Pressure Education Program
4733 Bethesda Ave., Suite 530
Bethesda, MD 20814
(301) 951-3260

National Physical Fitness and Sports Month

President's Council on Physical Fitness and Sports Judiciary Plaza
450 Fifth St. NW, Suite 7103
Washington, DC 20001
(202) 272-3424

Older Americans Month

Administration on Aging
330 Independence Ave. SW
Washington, DC 20201
(202) 619-0641

National Skin Cancer Month

American Academy of Dermatology
1567 Maple Ave.
Evanston, IL 60201
(Also contact American Cancer Society listed previously)

National Physical Education and Sports Week

National Association for Sport and Physical Education
1900 Association Dr.
Reston, VA 22091
(703) 476-3412

The Great American Workout

President's Council on Physical Fitness & Sports
(see above)

October

Family Health Month

American Academy of Family Physicians
8880 Ward Pkwy.
Kansas City, MO 64114
(816) 333-9700

Breast Cancer Awareness Month

National Alliance of Breast Cancer Organizations
1180 Avenue of the Americas, 2nd Floor
New York, NY 10036
(212) 221-3300
(Also contact American Cancer Society listed previously)

National Spinal Health Month

American Chiropractic Association
1701 Clarendon Blvd.
Arlington, VA 22209
(703) 276-8800

November

National Liver Awareness Month

American Liver Foundation
1425 Pompton Ave.
Cedar Grove, NJ 07009
(201) 256-2550
(800) 223-1079

National Diabetes Month

American Diabetes Association, Public Relations
1660 Duke St.
Alexandria, VA 22314
(800) 232-3472
(703) 549-1500 or contact local chapters

Great American Smokeout
American Cancer Society
(see previous listing)

December

World AIDS Day

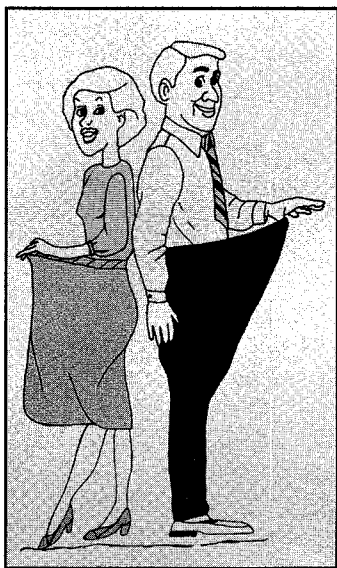
American Association for World Health
1129 20th St. NW, Suite 400
Washington, DC 20036
(202) 466-5883

National Anemia Awareness Week

Aplastic Anemia Foundation of America
P.O. Box 22698
Baltimore, MD 21203
(800) 747-2820

National Drunk and Drugged Driving Awareness Week

National Safety Council
444 North Michigan Ave.
Chicago, IL 60611
(312) 527-4800



▼ Weight Loss Competition

Health Awareness, Inc.'s "Weight Loss Challenge" competition promotes healthy weight reduction through the use of team spirit, the benefit of peer support and a fun approach to better health. The "Weight Loss Challenge" was developed by Registered Dietitians at Health Awareness Inc. It is a 12-week program targeted at creating habit changes and takes a lifestyle modifications approach to weight loss, rather than a strict diet.

Within the program, teams are formed and the members weigh in each week to monitor their weight loss progress both individually and on behalf of the team.

Competitions can be established between company departments, or separate company divisions. Competing for prizes and personal satisfaction, the team that

loses the highest percentage of its total weight loss goal at the end of the competition is the winner. Educational materials are distributed to the participants at their weekly weigh-in sessions.

For more information, contact Health Awareness, Inc., Worksite Wellness Programs, 2262 Cumberland, Rochester Hills, MI 48307, (313) 651-3430, Fax (313) 651-7847.

▼ Fit Past Fifty

Staying *Fit Past Fifty* by Cody Bartlett, is a complete guide to health and fitness including information on: nutrition and diet, components of fitness, the body's energy systems, fitness activities, weight training and bodybuilding, and selecting a health club.

The book claims in as little as 15 minutes a day, and with moderate adjustments to your diet, you can feel and look better.

For more information, contact Masters Press, 2647 Waterfront Pkwy. E. Dr., Indianapolis, IN 46214-2041, (317) 298-5706.

▼ Xerox Recycling Guide Available

A *Business Guide to Waste Reduction and Recycling*, produced by Xerox Corporation for use by its own employees, is being made available at cost to the

company's customers and to their general public.

The 111-page guide offers detailed, step-by-step advice on how to develop and operate an effective waste-reduction and recycling program. It also provides guidelines for sound environmental practices such as source reduction, reusing materials and purchasing cost-effective, recycled-content products.

Included in the guide are such practical aids as sample forms and schedules for administering conservation programs, cost/benefit worksheets, conversion tables, sample vendor contracts and even suggested kick-off memos for environmental programs.

For more information, contact the Xerox Documentation and Subscription Service (800) 445-5554 or ask your Xerox sales representative.

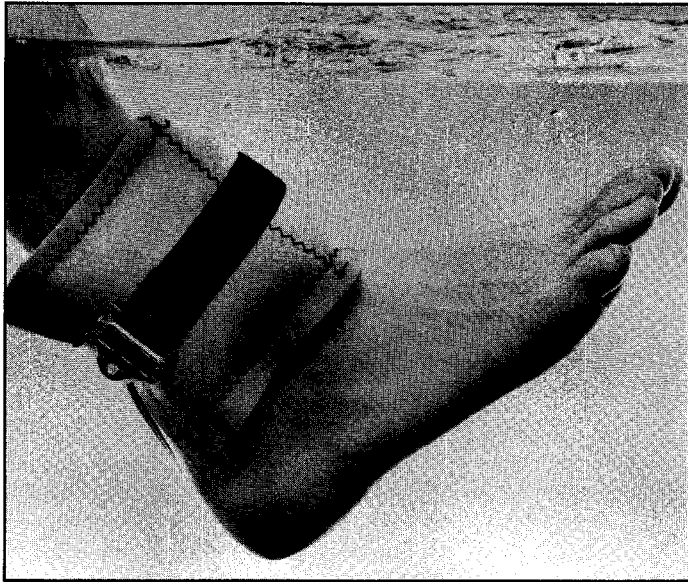
▼ Sport Rock Deodorant

The Sport Rock Deodorant from French Transit, Ltd. is made of 100 percent natural mineral salts, is odorless, hypoallergenic and environmentally safe. The deodorant is nonsticky, nonstaining and recommended for all skin types and lasts more than a year.

When moistened and rubbed over the skin, Sport Rock releases an invisible layer of mineral salts to fight the odor-causing bacteria. The stone can be used daily and can also be used on the feet.

For more information, contact French Transit, Ltd., 1745 Adrian Rd., Suite 10, Burlingame, CA 94010, (415) 697-0127, Fax: (415) 697-6367.





▼ **Water Weights**

Country Technology, Inc. introduces its Hydro Therapy Weights for a variety of underwater uses. Although they were designed specially for hydrotherapy, they can be used for water aerobics, or all weather use. They are constructed from marina vinyl with steel shot heat sealed in waterproof vinyl pouches. Weights have a velcro closure and a zinc coated buckle. The weights are available in one, two, three, four and five pounds.

For more information, contact Country Technology, Inc. P.O. Box 87, Gays Mills, WI 54631, (608) 735-4718, Fax: (608) 735-4859.

▼ **Benefits Database**

The *Journals List and Document Delivery Service Booklet* for the Employee Benefits Infosource™ database is available from the International Foundation of Employee Benefit Plans.

This booklet includes an updated list of journals included in the Infosource database along with journal codes, a sample record, and detailed information about the Document Delivery Service.

The Employee Benefits Infosource is a database devoted exclusively to employee benefits. It includes more than 30,000 article summaries from 350 periodicals and newsletters in the benefits field.

For more information, contact Infosource Department, International Foundation, P.O. Box 69, Brookfield, WI 53008-0069, (414) 786-6700.

▼ **Disposable Splash Visor**

Oberon Company has added a light-weight disposable splash visor to its line of eye and face protectors. The clear, chin length, 10-mm thick, 8" x 13" polyester visor (face shield) accommodates varying headsizes comfortably and without adjustment.

For more information,

contact Oberon Co., P.O. Box 61008, New Bedford, MA 02746, (508) 999-4442.

▼ **Recycled Playground**

The Timberworks Recycled Plastic playground equipment from Quality Industries has molded-in color which won't fade in the sun or show nicks and scratches. Timbers won't chip, splinter, rot or deteriorate. They repel insects and pests, are impervious to weather, and last 15 times longer than wood. The timbers are available in brown or a brilliant blue color.

For more information, contact Quality Industries, P.O. Box 765, Hillsdale, MI 49242, (517) 439-1591.

▼ **Improve Customer Service**

The Bureau of Business Practice has developed products to help employees learn how to skillfully provide the quality service their customers require. The first product is "Explosive Situations: Defusing the Angry Customer," a 23-minute video that presents several situations in which a worker is confronted by an angry customer. After each vignette, a technique is presented that will defuse the situation.

A 16-page, four-color booklet that is part of the Commitment to Service Excellence Series, complements this video.


"Avoiding the Second Mistake" is a 26-minute video that points out how customers' complaints can be utilized as opportunities to correct mistakes and demonstrate the company's commitment to its customers. A six-page leader's guide is included.

For more information, contact Bureau of Business Practice, 24 Rope Ferry Rd., Waterford, CT 06386, (800) 243-0876, ext. 520.

▼ **Money for College**

Several major corporations have found a way to bridge the gap between shrinking employee benefits and corporate scholarships for employees and their families, by offering a seminar for employees and their college-bound students on "How to Find Money for College." Saryl Zegerson Schwartz, founder and president of Pathfinders, shares her expertise in locating and competing for scholarships.

The six-hour "nuts and bolts" seminar is also available in an audio cassette series. Three audio cassette tapes and a comprehensive 66-page companion manual provide step-by-step guidance on such topics as: how to find the sources; how to put together the winning application; how to increase your scholarship chances; and how to get and stay organized to meet all the deadlines.

For more information, contact Pathfinders, P.O. Box 56852, Phoenix, AZ 85079, (602) 246-8761. 

Northeast Region

National Director

Mary Ann Larkin, CESRA
(212) 483-3844

Regional Director

Ann Denise Jameson
(203) 843-8304

Baltimore NESRA/

Baltimore, MD. Call Ed Kennedy
(301) 765-7054

JERSA/Newark, New Jersey.

Call Dave Kneebone
(201) 235-7337

LFRA/Washington, D.C.

Call Marti Holman
(202) 479-0089

MARES/Boston, Massachusetts.

Call Joanne Haynie
(617) 391-2421

NESRA-Connecticut/Hartford,

Connecticut.
Call Ann Denise Jameson
(203) 843-8304

NESRA of Erie/Erie, Pennsylvania.

Call Tom Whitford
(814) 825-2915

NESRA/New York City/New

York, New York. Call
Mary Ann Larkin, CESRA
(212) 483-3844

NESRA-Niagara Frontier,

Buffalo, New York. Call Greg
Joos (716) 686-3491

NESRA of the Washington D.C.

Area/Washington, D.C. Call Ann
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(609) 547-8284

RARES/Rochester, New York.

Call Chuck Eckert
(716) 334-5893

SPERA/York, Pennsylvania

Call Allen Ulrich, CESRA
(717) 225-4781 x 2543

Southeast Region

National Director

John Felak, CESRA
(803) 725-2175

Region Director

Tala Howard Reynolds
(904) 358-5201

AAESRA/Atlanta, Georgia.

Call Penny Morgan
(404) 564-6264

CSRA/ESRA/Augusta, Georgia.

Call Don Strosnider, CESRA
(803) 725-1468

NCTC of NESRA/Research

Triangle Park, North Carolina.
Call Chris Wilsman, CESRA
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entail. Keep them in front of you on a bulletin board in your office or on your desk.

■ **Think like a beginner:** Pretend you are a visitor from another planet. Take a martian's view of your ES&R program. What is it? Why does it exist? Why is it set up this way? Ask yourself lots of questions, new questions that lead in new directions.

■ **Look for the second and third right answers:** Someone once said we enter school as question marks and leave as periods. We are geared to look for the "right answer." In creating a vision there may be no one answer. Don't be attached to your old ways or look at only one way to do something.

■ **Stew, stew, stew:** Think aimlessly about what you want your ES&R program to be. Never stop with the first idea. Try to keep your stewing visual. Scribble your thoughts down on a piece of paper.

■ **Play:** During what kind of activities do you get your ideas? Routine work? Exercise? Driving? Play may help you focus, put you at ease and stretch your thinking.

■ **Reverse your thinking:** This is a great way to sharpen your thinking. Take a contrary position. For example: We have all heard the statement "If something is worth doing, it is worth doing well." Instead think, "If something is worth doing, it is worth doing poorly." Otherwise you will never give yourself permission to be a beginner at a new activity. If you have to do it well, then you will prevent yourself from trying new things.

■ **Involve your staff/employees:** The vision for your ES&R program may begin with you but realistically you need their input to make your vision happen. They should be involved as much as possible. Ask for feedback to your vision.

■ **Target your vision:** Targeting your vision keeps you from straying. It crystalizes your

vision. Write down a statement of what you want your ES&R program to be. Review the articles, pictures, and booklets you have collected.

Winston Churchill once said, "It is no use saying 'we are doing our best.' You have got to succeed in doing what is necessary. When it comes to leading an organization, especially in these unpredictable and rapidly changing times, there is nothing so necessary as having a vision. One in particular that is widely shared" (*Nanus, page 22*).

Conclusion

This article focused on the importance of a vision for your ES&R organization. Guidelines for creating a vision were presented. The process, however, is not complete. You must have the right vision and be able to effectively implement it. How to do this will be covered in future issues of this magazine.

In anticipation of implementing your vision, begin this creative exercise now. Imagine your ES&R program being showcased on the television show 20/20. What key factors of your ideal program will be highlighted?

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What Is Your Vision?

by Bob Pindroh



▼
**Learn how to
position your-
self for the
future by
developing a
vision for
your ES&R
Program.**

As we approach the 21st Century, I think we will all agree that constant and rapid change will challenge our understanding of the basic foundation of every area in the world around us. Our workstyles, lifestyles, technology, corporate structures and economic conditions are changing at a mind-boggling pace.

In the past, change occurred at a slower pace—a pace in which we could make long-range plans and projections with some degree of certainty. Today things are shifting so fast that even short-term predictions are tough to make. As we travel through the 90s consider these predictions made by Robert J. Kriegel in his book, *If It Ain't Broke . . . Break It* (page XVI):

1. In 10 years one fourth of all current knowledge and accepted practice will be obsolete.
2. Within 10 years, 20 times as many people will be working at home.
3. Two career families will increase. Today nearly one-half of all families have two paychecks.
4. Individuals will change careers every 10 years and jobs every 3-5 years; either by choice or because industries will disappear.
5. The 40-hour work week will become obsolete. We will work 20 percent more.

According to General Electric Chairman Jack Welch "The pace of change in the 90s will make the 80s look like a picnic (*Kriegel, page 5*)."

The time to change is when you don't have to. You should begin to position yourself and your ES&R program to ride through these uncertain times safely. The best way to do this is to have a vision or destination clearly in mind. We may not know what the future will be like or exactly what we will need to do, but a vision will always give us a clear direction. Let's look then at how we can develop and establish a vision for ourselves and our ES&R program.

What A Vision Is And Is Not

According to Burt Nanus in his book, *Visionary Leadership*, a vision is "Quite simply, . . . a realistic, credible, attractive, future for your organization. It is your articulation of a destination toward which your organization should aim. . . (*Nanus, page 8*)."

Vision, therefore, deals with the future. It is the big picture of where your organization is heading.

Vision plays an important role through the life of an organization. It empowers an organization like nothing else can. According to Kriegel, "Leadership by vision will be to the 90s what management by objectives was to the 70s (*Kriegel, page 20*)."

At this point you may be asking; "What about the mission statement and goals and objectives?" These are certainly important, but these alone without vision tend to limit you, inhibit innovation, and can cause discouragement. Mission statements and goals and objectives support the vision. Focus will be placed on them later.

How To Create A Vision

There are no magic formulas for creating a vision. In researching this topic, I reviewed literature of leadership, strategic management, creative thinking, as well as drew on my own experiences as a manager, coach, teacher, and consultant. My approach for creating a vision is:

■ **Loosen up / relax:** Temporarily shut down the left side of your brain (logic, rational side) and turn up the right side (creative, visual). Let your imagination soar. Dream about what you really want. Don't worry about making sense or being rational at this point.

■ **Begin at the end:** Creating a vision for your organization requires you to know your destination. Imagine your ideal ES&R program being featured on television's 20/20. What key features would Barbara Walters describe about your program? Write them down. Start keeping articles of what you want your ES&R program to

Continued on page 35

**Delegate Budget Information
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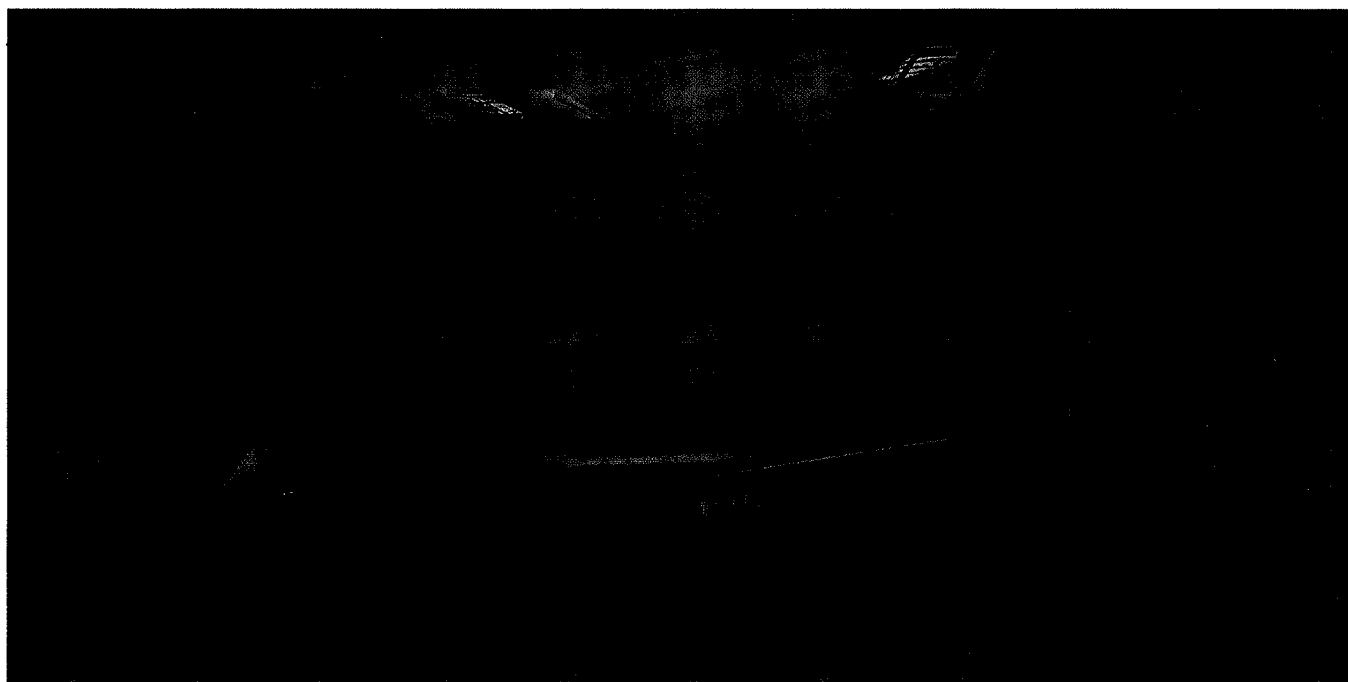
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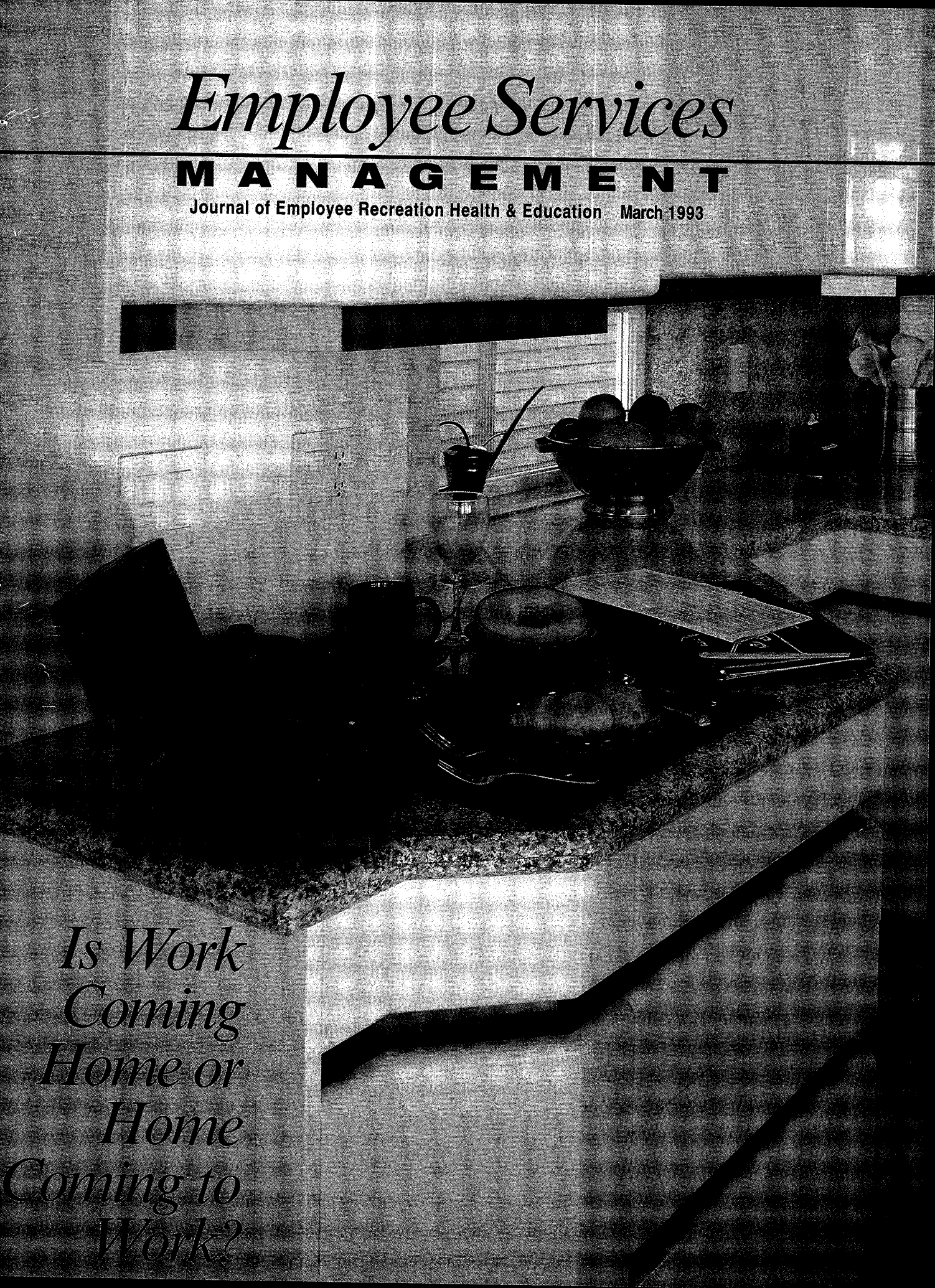
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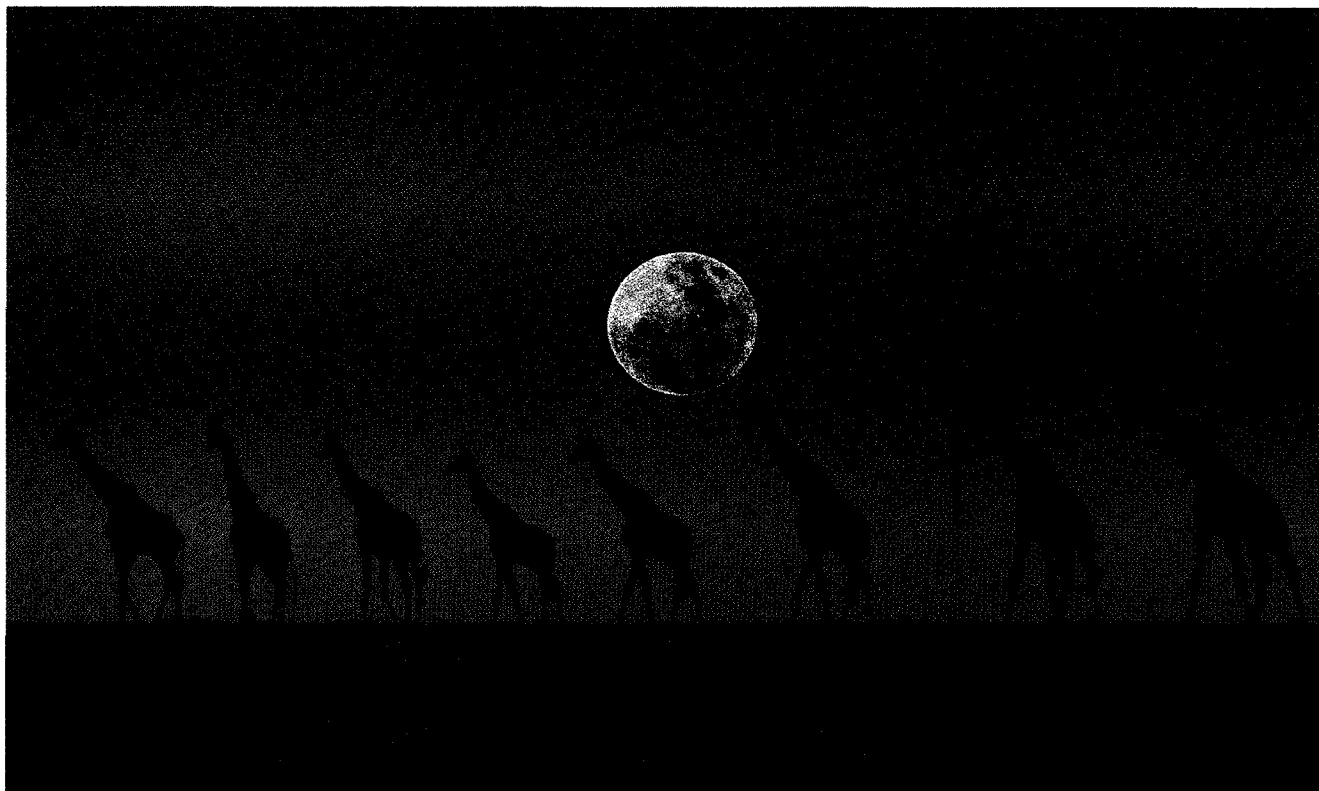
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Journal of Employee Recreation Health & Education March 1993



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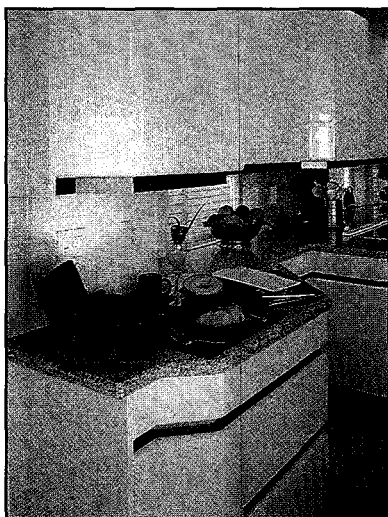
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March 1993



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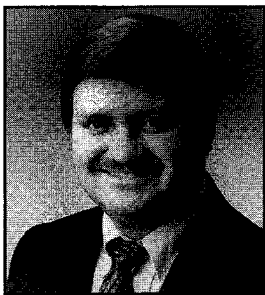
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We Didn't Start The Fire

by Patrick B. Stinson,
NESRA Executive Director



▼
**Imagine if you
will, taking
the corporate
world's jar-
gon and plac-
ing it in Billy
Joel's song.**

A couple of years ago singer/songwriter Billy Joel came out with a hit that sang out in rhyme major events that have shaped America over the last few decades. Part of the chorus to his song was "We didn't start the fire. It was always burning since the world's been turning." The point he was making, at least in my mind, was that the challenges of today's world are a result of historical events and not the current world's fault. This could be true during the entire history of the world.

Imagine if you will, taking the corporate world's jargon and placing it in Billy Joel's song. Not in perfect rhyme and with no particular sequence we could shout out: "Downsizing, downscaling, delayering, surplusung, rightsizing, outsourcing, smartsourcing, upsizing, benchmarking, broadbanding." Are not these the items we have heard and are hearing in today's corporate environment? And can't we say, as ES&R managers, we didn't start these fires and they are still burning? We are the ones faced with the challenges that have been dealt to us.


So what are our choices? We could ignore our world, abandon it, or deal with it. As I have stated before and I feel it's worth repeating, NESRA would not have been around for 52 years if we were vulnerable to the constant changes in the corporate climate. In fact, we have been a common thread providing morale building programs in bad times, so-so times and good times. This is our strength.

Over the last few years, we have seen middle management hit hard by the recession with layoffs coming closer to home. In most cases, employee services and recreation programs have survived. Survival is our strength and we have to play to our strengths.

Through this corporate turbulence we must raise our voices and be heard. We must continue to exhibit our worth and diversify our

services to gain the utmost exposure of our value to our companies, the employees and their families.

The many facets of today's workforce offers ES&R a broad scope of opportunities: Work and family issues, workforce diversity, environmental concerns, to name a few. If you don't know how ES&R relates to these challenges of today, attend your chapter meetings and/or come to the Annual Conference—the answers are there.

Last month we recapped the history of our magazine. Look through some of the things we addressed 10, 20, 30 years ago. The common theme throughout our history has been that ES&R programs help build morale and should be a staple in the corporate world's diet for success. Yes, we have nutritional value that sometimes isn't recognized. Whose fault is that? It's time to sing our song a little louder, a little clearer and with more meaning. 

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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ **Collectibles of the 70s**

Do you have a box full of stuff from the 70s? According to *U.S. News & World Report*, these are the things that might be collectors' items some day.

Toys spun from television, movies and comic characters usually soar in value, and "Star Wars" stuff is already proving this point.

The 1970s was an era of experimentation in cereals. These cereals were goo-filled puffs and contained wild dyes. Remember Nabisco Jellephants or General Mills' Mr. Wonderfull's Surprise? These boxes now trade for up to \$100.

Some of the furniture from the decade can also collect big dollars. The sinuous Verner Panton chair, manufactured by Herman Miller of Zeeland, MI sold for about \$76 from 1973 to 1975. The chair is now being sold for \$275 to \$450.

Notorious headlines are already hot, with collector's paying \$35 for news of Nixon's resignation and Elvis's death.

The Volkswagen Rabbit, which arrived in 1975, could soon gain collectible status, which can mean appreciation of 10 to 15 percent a year.

Platform shoes are closet

survivors of the 1970s. Originals that sold for \$60 to \$80 are now selling for \$200 to \$500.

▼ **Minnesota Healthiest State**

Minnesota was rated as the healthiest state based on 17 indicators such as infant mortality, access to health care, smoking rates and violent crimes, reports *USA Today*.

Named the least-healthy state for the second consecutive year, is West Virginia. Mississippi came in 49th.

The most improved states were Arizona and Vermont. Least improved states were Montana, Arkansas, and Mississippi.

▼ **The Future of Crime**

Rapid advances in biotechnology could possibly change crime in the years ahead by creating bizarre new types of crime and punishment, says Professor Gene Stephens of the University of South Carolina's College of Criminal Justice, reports *The World Future Society*.

New discoveries about human aging could lead to

black markets in drugs that retard, or accelerate, the aging process. The criminal justice system will also have to deal with the issues posed by the use of transplanted body parts. "If the demand for body parts exceeds supply, laws may be enacted to deal with rich people who want to barter with poor people for their spare parts," Stephens warns.

▼ **Software for Speakers**

Sparcom Corp., an Oregon-based software design firm helps speakers with the PodiumPal, reports *Association Trends*. The PodiumPal is a palmtop speech software speakers can use to organize information; keep it to the point; stay on time; and draw a dynamic conclusion.

It helps speakers create up to 12 notecards of titles and body text per speech. It features a large font to make it easy to see the information during the presentation. It also has a built-in clock with a countdown for the length of the presentation which flashes a warning at the appropriate time for the speaker to wrap the speech up. For more information, call Sparcom Corp, (503) 757-8416.

▼ **Ecological Travel**

Travelers with an ecological mind are the target of a travel firm that specializes in journeys that help preserve the planet, says the *Chicago Tribune*.

Working through local tour operators and organizers of little-known environmental projects, Treading Lightly arranges trips to places as far away as Belize and Chile.

Travelers do not work with environmentalists, but they are given an up close educational experience that instills an appreciation of the planet's delicate ecological balance.

A portion of the trip fees support the local preservation effort the travelers visit.

For more information, write to 1 Titus Rd., Washington Depot, CT, 06794, (800) 643-0060.

▼ **United States Longevity**

The U.S. ranks 11th out of 15 countries with traditionally low mortality rates, says *The Wall Street Journal*. U.S. life expectancy at birth has risen steadily this century, to 75.4 in 1990, from 73.7 in 1980. But other coun-

tries have also been lengthening their life expectancy rates.

Japan had the highest life expectancy at birth in 1990 (78.9 years), followed by Iceland (78), Sweden (77.6), and Switzerland (77.4). Also ahead of the U.S. were the Netherlands, Australia, Norway, Canada, France, and the former West Germany. Trailing the U.S. were Finland, Denmark, the United Kingdom and New Zealand.

Americans rate higher in the international rankings in years of life expectancy left at older ages. At age 45, American men tie for seventh place, and at age 65 are tied for fourth place in years of life expectancy.

▼ **One-Day Meetings**

One-day meetings are difficult for the planner to negotiate because, in most cases, they do not involve overnight stays, reports *Meetings & Conventions*.

Hotels generate most of their net revenues through the selling of sleeping rooms. If a hotel commits a portion of its meeting space to a one-day meeting, it might have to turn away a group that will use sleeping rooms.

The planner should be flexible about the date of the meeting. Scheduling the meeting during the local low season, or on days when business at the hotel is traditionally slow, makes the meeting more bookable.

Traditionally, conference centers and downtown hotels are slow during the period between Friday and Monday, and resorts are slow in the middle of the week.

▼ **Work-Family Benefits**

Nearly three times as many employers provide employees with child care benefits today than four years ago, according to a study by the Society for Human Resource Management, Alexandria, VA. About 30 percent of the 1,008 respondents indicated that their organizations offer some form of child care benefits, compared to only 10 percent in 1988, reports *HR News*.

Other survey findings revealed that 17 percent of the firms have work-at-home programs, twice as many as in 1988. More than 13 percent of the companies provide some form of care for elder and disabled family members. Counseling and referral services for substance abuse is evident at 72 percent of the employers.

Most of those surveyed agree that work-family initiatives should be jointly funded by government, employees, and employers. About 40 percent say the government should take most of the responsibility for the programs.

▼ **Smart Grocery Carts**

VideOcart is a computerized customer tracking system now operating in more than 100 supermarkets. It looks like a grocery cart with a computer screen attached to the handle, according to *American Demographics*.

The computer screen acts as a transmitter that reports

the cart's movement to a series of electronic sensors in the store's ceiling. Information received by the sensors is fed into a computer, so the store manager can determine how long customers spend in each aisle. Results so far have determined that customers spend an average of 42 seconds in the bread section and more than two minutes in the baby-products section.

The computer screens also help the customer by flashing store maps, recipes with specific product ingredients, sale-item information, and "paperless coupons" redeemable at the checkout counter. At one grocery store the customer can enter the first letters of a product name into the cart, and the product's aisle number will flash over the screen.

▼ **Waking Up With An Alarm**

More than three-fourths of Americans wake up regularly to alarms, and almost as many sleep more than an hour or two longer on weekends than on weekdays, reports *Nation's Business*. These are signs of chronic sleep deprivation.

The body as a whole is not overly affected by sleep deprivation but the brain shows significant effects. The ability to perform tasks that are well-learned or relatively quick in duration is generally preserved, but the ability to perform tasks that require intense concentration gradually erodes.

To determine your sleep requirements, keep track of the hours you sleep each

night during a week vacation. Then take the average.

Varying your bedtime by an hour or so won't hurt, but keep your wake-up time the same. Take naps but never nap after 4 p.m. and don't nap for more than an hour. Longer naps tend to be replacement naps which take you into the sleep state, rather than the recreational naps that are good for quickly boosting your alertness.

▼ **Employment Outlook**

The number of families with at least one unemployed member totaled 6.7 million or 10 percent of all families in the third quarter of 1992, says the U.S. Department of Labor's Bureau of Labor Statistics. About 70 percent of these families also had at least one member who was employed.

Median weekly earnings of families with wage and salary workers rose \$694 in the third quarter of 1992, an increase of 3.4 percent since the third quarter of 1991. Over the same period, the Consumer Price Index for All Urban Consumers rose 3.0 percent.

Most of the increase in the number of families with employed members took place among those maintained by either a woman or a man (with no spouse present). About one-third of the gain was accounted for by married-couple families.

Median weekly earnings of married-couple families with wage and salary workers rose 4.1 percent over the year, reaching \$786 in the third quarter of 1992.

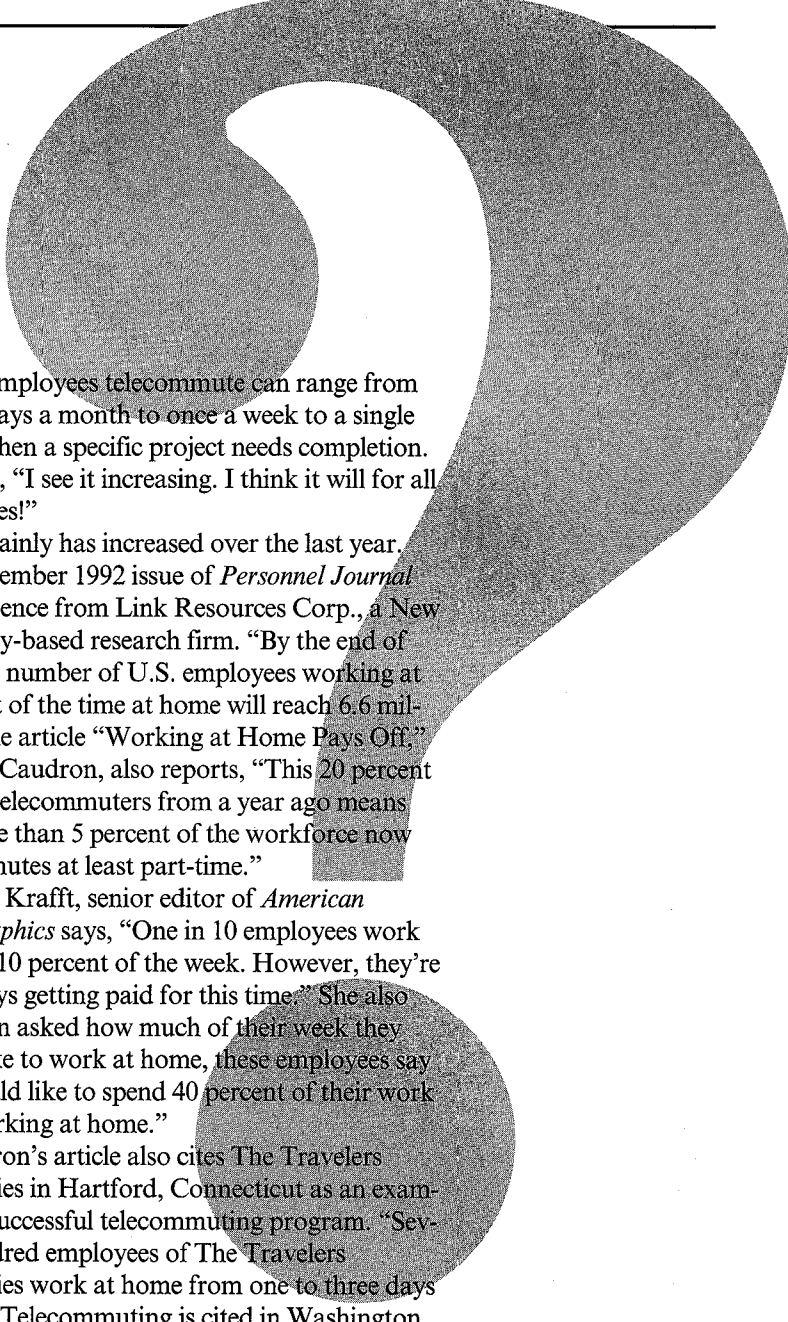


Is Work Coming Home or *is Home Coming to Work?*

By Cynthia M. Helson, editor

COVER FEATURE

Even the creators of the T.V. cartoon show “The Jetsons”—famous for its portrayal of life in the future—flying cars, teleconferencing and marvelous household gadgets—did not foresee the impact home life would have on work life.



In the cartoon, George, the only bread winner of his traditional family consisting of Mother, Father, two children and a dog, left his family at home each morning and flew his car to his office at Spacely Sprockets. A fully automated office requiring little manpower, (which seems to be the trend today) whose only competition was a company called Cogsley Cogs.

There were no telecommuters and no on-site day care centers. In fact, Mrs. Jetson, Jane, was not even in the workforce and even though the Jetsons lived in a make-believe community consisting of the entire solar system, it's amazing Spacely Sprockets' only competition was Cogsley Cogs. In some ways, we've surpassed the Jetsons. We are in a society of untraditional families, two-breadwinner households, work and family issues and global competition.

With the new family-leave law, ever-improving technology in computers and communication systems and an increased concern for the environment, a question arises?

What will our future look like—Is work coming home or is home coming to work?

How society answers this question will have a profound impact on employee services and recreation managers. A different approach would be taken to implement employee services to employees working from home than would be taken to appeal to those who bring home concerns, chores and even children to work—wouldn't there?

This is a two-part article. The first part examines work coming home. The second part in the April issue will address employees bringing home to work.

Gaining Popularity

"Telecommuting is the wave of the future," says Susan Shankle, employee commuter coordinator for Apple Computer in Cupertino, California. Shankle, who is just beginning to track telecommuters, conservatively estimates the number of Apple Computer Company's worldwide telecommuters to be in the hundreds. Right now, telecommuting is still in its informal stage. Shankle says, "It's an agreement between an employee and his/her manager." She says the amount

of time employees telecommute can range from several days a month to once a week to a single period when a specific project needs completion. She adds, "I see it increasing. I think it will for all companies!"

It certainly has increased over the last year. The November 1992 issue of *Personnel Journal* cites evidence from Link Resources Corp., a New York City-based research firm. "By the end of 1992, the number of U.S. employees working at least part of the time at home will reach 6.6 million." The article "Working at Home Pays Off," by Shari Caudron, also reports, "This 20 percent jump in telecommuters from a year ago means that more than 5 percent of the workforce now telecommutes at least part-time."

Susan Krafft, senior editor of *American Demographics* says, "One in 10 employees work at home 10 percent of the week. However, they're not always getting paid for this time." She also says when asked how much of their week they would like to work at home, these employees say they would like to spend 40 percent of their work week working at home."

Caudron's article also cites The Travelers Companies in Hartford, Connecticut as an example of a successful telecommuting program. "Several hundred employees of The Travelers Companies work at home from one to three days a week." Telecommuting is cited in Washington State, Arizona and Washington, D.C. but many NESRA members informally say they see it in their own companies.

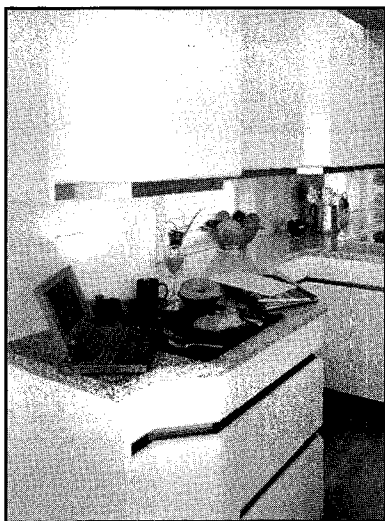
"It's the newest trend" says Mildred L. Culp, Ph.D., Work and Lifestyle Expert, Seattle, WA. Employers supply computers, faxes and phones for employees to work at home." She adds, "It has not been unusual for salespeople, but telecommuting is broadening across several fields."

Caudron supports the broad application of telecommuting and dispels the myth that telecommuting works only for a limited number of worker categories, such as data entry personnel. "In reality, telecommuting can work for a broad cross section of workers, including managers. With today's computer technology, virtually any job—or any part of a job that involves work that's independent of other people and machinery can be performed away from the office."

Wendy Lieser-Woolly, account executive for Knowledge Systems, Inc., a computer bulletin board company in Chantilly, VA says, "What it comes down to is this. An organization is going to have information. Whether it be in a main-frame, or PC network or a service bureau—it's going to be easy for an employee to get information from any situation—whether they're in the office or at home." Chester Delaney in his article "Integrated Powerhouses" published in the March 1990 issue of *HR Magazine* states, "Through services like electronic mail and computer bulletin boards the computer network will enable you to leap time zones with a single bound, effortlessly transcending business and geographic boundaries to access clients, colleagues and contacts. The catch phrase to describe this integrated powerhouse of knowledge work tools is 'any to any'." Delaney further states that "In the world of the 'any to any' network, any individual can sit down at any terminal in any location on the network and access any data, any software or any application for which they are authorized."

The Attraction

Why are so many employees bringing work into their homes? For most companies, the program began as a way to comply with the clean air act and to reduce the number of cars on the overly congested roads. In other cases, it began as employees expressed a need to spend more quality time at home with their families. Again, the commute was an issue. If an employer can save a total of two hours usually dedicated to a round-trip commute by working at home, it gives them two hours a day they can spend with their families. Some employees choose to bring work home rather than bring children to an on-site center because, "Many don't want to commute with their children. Many want to keep their children in their own community," says Bonnie Michaels, president of Managing Work & Family, Inc. Evanston, Illinois, a consulting company helping companies



find solutions to managing work and family.

Time is the universal concern common to all employees—male and female. Employees want

to make the most of their time whether they are at work or at home. This may explain why the U.S. Department of Labor Statistics reports "men and women are equally likely to work at home." and Michaels reminds, "It's not just women who work at home." Many feel they can be more productive at home.

By bringing work home, they escape the ringing phones, employee interruptions, unnecessary meetings and daily small talk. Employees are more comfortable in their own surroundings. They also tend to dress casual, placing less emphasis on how they look and more emphasis on what they're doing. This helps employees feel better about themselves and their work.

Arnold Maler, recreation director at Apple Computers in Cupertino, California, who works from home every Thursday, says, "It's all in the name of productivity." He adds, "With the turnaround in the economy, companies are facing tough competition. Many companies are less inclined to raise salaries and give promotions so they look for other ways to satisfy employees. As the competition increases, companies are more willing to try new concepts to increase employees' productivity."

Maler feels he is so productive at home that he tends to save big projects requiring a great deal of concentration for his day of work at home. When asked "Isn't bringing work home combining work and home life a bit too much?" Maler responded, "I'd rather have it mesh at home than at work."

Increased Productivity

Are employees more productive at home including those managers who have employees reporting to them? Caudron's article "Working at Home Pays Off" addresses this issue.

At the Travelers Companies in Hartford, Connecticut, when a human resources director who had 15 direct reports wanted to work at home two days a week, her supervisor did not doubt her ability but was afraid communication with her employees would suffer. However Caudron reports, communications in the department now have improved because she actually is more available for consultation by phone from home than she ever was. In addition this article and other sources say departments become more productive because employees at the office are forced to work more independently.

A telecommuting project that was undertaken by AT&T and the State of Arizona revealed 80 percent of the participating supervisors said that

telecommuting increased employee productivity and 67 percent indicated that it increased the overall efficiency of their departments, reports Caudron.

Susan Krafft attributes success of telecommuting to increased trust and respect on the part of the employer. Krafft says, "The more employees' time is treated respectfully, the more work you'll get out of employees. The more you trust people's judgement of time, the more productive they'll be."

Impact on ES&R

Respecting employees' time, providing quality family time, trusting employees—these all lead to enhancing employees' quality of life. This is the basis of employee services and recreation programs.

As more employees spend some part of their week working at home, ES&R programs are going to become more important as team builders and informal communication networks. Employees may become more selective in participating in activities but they may rely on them more to fill the need of social interaction they are giving up, to some degree, during the week.

Employee services and recreation managers will need to be prepared as more work goes home with employees. The types of programs offered will have to be more appealing to entire households. Maler reminds ES&R managers, "There's a reason more employees are working at home and that reason is often to spend quality time with their families."

Maler finds that employees' interest in home is reflected in their demand for employee services programs. He says some of his new offerings include classes on home improvement, gardening, and crafts. His most popular event is Apple Corporate Games in which parents and children play games.

Bob Gaylor, management development specialist, U.S.A.A. San Antonio, Texas, suggests three things may happen as more employees work at home. 1) "They will have easier access to food and will eat more. 2) They may become more stressed because they'll think, 'since I'm at home, I don't need day care' and they will kill themselves trying to do both and 3) They will miss the office gossip."

ES&R programs then may actually require more focus on wellness—on individual responsibility for their own health. There may also be a need for at home stress reduction and emphasis on time management.

Bonnie Michaels, president of Managing Work

& Family says she doesn't advise employees to take care of their own children while they work at home. She suggests hiring at home childcare or day care. ES&R managers need to educate employees on how to properly partake of these new work situations. This way, employees can choose options which will truly enhance their life.

ES&R managers should expect new employee subgroups to emerge from these changes. These groups may request specialized programs appealing to special interests.

Keep in mind too, commuting is an issue. Employees may opt for more centrally located events and/or activities the company sponsors, but families can do on their own. ES&R managers may find themselves organizing special interest groups by geographical areas.

Conclusion

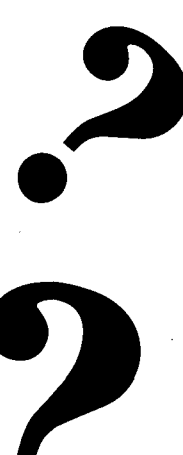
Is work coming home or is home coming to work? Both is happening. This article described the growing popularity of telecommuting and its appeal to employees who are looking for quality time—with their families and solid blocks of concentration time to spend on work projects.

As employee services and recreation managers, you will need to know what motivates your employees to take work home and you will need to offer programs that appeal to this employee group as well as learn how to promote your programs to them.

A sense of individualism is growing from the increased need to 'do what it takes to get the job done.' Therefore, home is also coming to work. Employers are allowing employees to bring home chores, shopping and even dependent care to work. Employee services and recreation managers have some programs in place but they need to offer much, much more to a workforce that will individualize their work situation either by working at home or by bringing home to work to suit their lifestyles.

Read Part II of this article in the April issue to discover how to satisfy such an untraditional workforce. Discover how you can further serve employees who work at home and discover what at-home services you'll need to implement at your workplace.

▼
ES&R managers may find themselves organizing special interest groups by geographical areas.



National Human Resources

Members of COHRMA

American Compensation Association

American Society for Training and Development

College Placement Council Inc.

College & University Personnel Association

Employee Benefit Research Institute

Employee Relocation Council

Employment Management Association

Human Resource Planning Society

Human Resource Systems Professionals

International Personnel Management Association

National Employee Services and Recreation Association

Society for Human Resource Management Association

NESRA Executive Director Pat Stinson and NESRA 1992 President Scott Baker, CESRA, were among more than 150 human resources leaders who gathered at the Harvard Club in New York City on December 1, 1992, to honor their colleagues and the establishment of the new National Academy of Human Resources (NAHR), a group formed to recognize outstanding achievement in the human resources profession. The Academy installed its inaugural class of Fellows during a formal dinner ceremony.

Stinson and Baker participated in the conception of the academy which grew out of discussions held by the Coalition of Human Resource Management Associations. COHRMA serves as an informal networking group of 12 professional organizations (including NESRA) that are dedicated to the field of human resource management. The new academy was formed in July 1992 to recognize what NESRA Executive Director Pat Stinson called "distinguished achievement in human resources."

The NAHR named twelve Fellows who include industry leaders from associations, corporations, such as GTE and Federal Express, and leading universities. It awarded its highest honor—Distinguished Fellow—to Frank P. Doyle, executive vice president at General Electric Company.

"The selection as a Fellow is reserved for the individual who has led the development of the human resources

profession," said William S. Johnson, executive director of NAHR. "It's a distinction that we believe will become the profession's most prestigious honor."

The Fellows, selected by an NAHR committee from 56 nominations, were judged on NAHR's criteria of excellence, including: Contributions that advanced industry knowledge as well as the nation's productivity and global competitiveness; support of industry principles and objectives; and overall achievement in human resource practice, management and theory.

Besides human resource practitioners, eligible candidates, Johnson noted, include professionals from related disciplines, such as scholars, lawyers and journalists, and institutions whose contributions warrant recognition.

As honorees came forward to receive the NAHR medallion, master of ceremonies Walton E. Burdick, IBM senior vice president of personnel enumerated their impressive accomplishments and impact on the HR profession.

The inaugural Fellows are:

Robert L. Berra, former senior vice president, Monsanto Company;

Bruce Carswell, senior vice president, GTE Corp.;

Frank P. Doyle, executive vice president, General Electric Co. (Distinguished Fellow);

Fred K. Foulkes, chairman of the Management Policy Department and director of the Human Resources Policy Institute, Boston University School of Management;

Academy of Installs 1992 Class



FIRST FELLOWS—The National Academy of Human Resources, established to recognize outstanding achievement in the profession, installed its inaugural class of Fellows on December 1. The 1992 Fellows are (left to right): James A. Perkins, Federal Express; Bruce Carswell, GTE; David B. Lipsky, Cornell University; Fred K. Foulkes, Boston University; Frank P. Doyle, General Electric; Felice N. Schwartz, Catalyst; Madelyn Pulver Jennings, Gannett Company; Mary Wheeler (accepting posthumous award for Christopher Wheeler, 3-M); Dallas Salisbury, Employee Benefit Research Institute; Howard V. Knicely, TRW, Inc.; Robert L. Berra, Monsanto; and Edward E. Lawler III, University of Southern California.

Madelyn Pulver Jennings, senior vice president, personnel, Gannett Co., Inc.;
Howard V. Knicely, executive vice president, TRW, Inc.;
Edward E. Lawler III, director, Center for Effective Organizations, University of Southern California;
David B. Lipsky, dean, School of Industrial and Labor Relations, Cornell University;
James A. Perkins, senior vice president

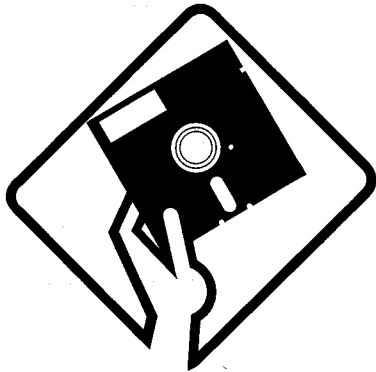
and chief personnel officer, Federal Express;
Dallas L. Salisbury, president, Employee Benefit Research Institute;
Felice N. Schwartz, founder and president, Catalyst; and
Christopher Wheeler, Minnesota Mining and Manufacturing Company (posthumous award).
The NAHR plans to elect approximately 30 additional Fellows over a

three-year period, who will become the NAHR's governing body. It will then consider expanding its activities to include sponsored research, policy examination and media resources.

"We expect the NAHR will soon play a pivotal role in not only recognizing future contributions but also advancing industry knowledge," Johnson said.



Computerized Scheduling



**Here's some criteria for choosing
computer sports league software
and tournament scheduling software.**

Computer technology is being employed to control and monitor facility access, to schedule teams, employees and officials, to manage budgets, to improve office efficiency, to survey facility users, and to accomplish a multitude of other worthwhile tasks.

The focus of this article is to describe computer league and tournament scheduling software. It is hoped that our focus will be a very practical and useful one, providing pertinent information to the reader. The information provided will help you to determine if computer scheduling is right for you and what to look for in a software package. Finally, a listing of currently available software packages is provided along with additional resource information.

Is Computer Scheduling Right For You?

Computer scheduling is not for everyone. Depending on the number of teams in your tournament or league, a computerized scheduling program may not be right for you. Although there is no magic number, if you are dealing with less than 50 teams in most of your sports, a computer scheduling program may not be worth the time and effort necessary to bring such a pro-

gram on-line. Of course, if you are a computer nut it wouldn't matter how many teams there are...you'll computerize!

Over the years, many agencies and institutions have developed their own custom-made sports league scheduling software packages. Since 1979 (Avant, Holley) there has been a great deal of interest in team sports scheduling. Large universities, which had the task of scheduling 500, 600, 700 or more teams per sport, begged for relief. Maas (1981), Duke (1983) and Haderlie (1983) introduced several successful approaches to easing the burden of scheduling very large leagues. Since then, vast improvements to scheduling software have been made as the capabilities of hardware have dramatically improved and the overall costs have fallen. The introduction of affordable sophisticated relational database software and other powerful software packages has influenced the development of very powerful sports scheduling packages.

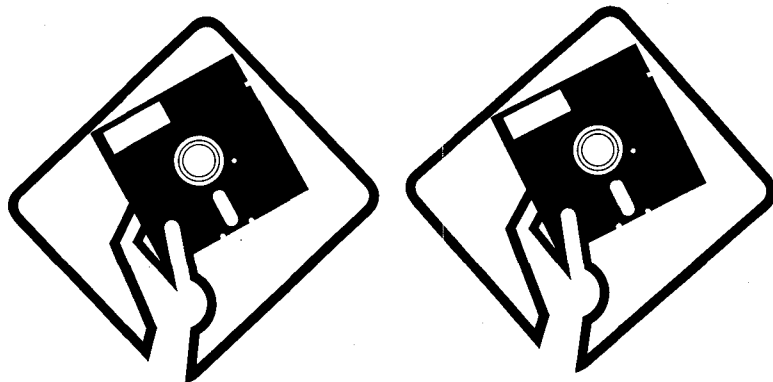
A current trend in recreational sports league scheduling is to move away from the more complicated packages and move toward developing your own custom, simplified, basic scheduling program. This method has been used successfully at the University of North Carolina at Greensboro over the past three years.

These simplified computer scheduling pro-

Sports League

Is It Right For You?

by *Brian M. Haderlie and Craig M. Ross*



grams could be very useful to those who run smaller leagues, those with less than 50 teams per sport. A basic version of this type package would provide these capabilities:

- develops rosters with individual demographics
- identifies which leagues an individual joined
- generates game sheets
- maintains player's status (signed waiver, etc.)

More enhanced versions of these simplified programs could add weekly/season schedules, game results, league standings and rankings.

There are currently a number of sports league scheduling software packages on the market (see Figure 1) ranging from the basic to the very sophisticated. Recommending one package over another is difficult. Simply judging by the wide range of prices, one can only imagine the diversity and complexity in each of the packages. Rather than rate the different tournament scheduling software packages, there are several key considerations a programmer must make in order to determine if computer scheduling is right for their program and which package is best suited for them.

What to Look for in a Scheduling Package

If a more sophisticated software package is desired the following are some of the suggested

features which are available. What's best for your program will depend on your particular needs, the size of your program, your current hardware capacity and budget constraints.

- 1.** Scheduling conflicts: A scheduling package should be able to handle scheduling conflicts such as: Team X cannot play on Thursdays and Team Y cannot play before 6:30 p.m. on Tuesdays. When you enter play dates and times, the program should check for potential conflicts and, if found, allow adjustments to be made. The program should be flexible in allowing rescheduling due to any reason. Also holiday and user defined "no play" dates are a must.
- 2.** Team capacity: Depending on your needs, make sure the upper limit on the number of leagues, teams, division, total games and facility sites is acceptable.
- 3.** Standings: Calculate and maintain league/team standings on a continual basis.
- 4.** Team listings and rosters: Provide and maintain listings and rosters for each league.
- 5.** Scheduling format: Scheduling playing dates for leagues should allow for both computer generated or user defined. Back-to-back game scheduling capability is also a nice feature to have, depending on the sport being played.

▼
Several programs will leave one team in the "Home" position all season which may not be fair when playing in certain facilities.

- 6.** Master scheduling: It should allow the user to view on-screen all scheduled activities for a particular date, or facility site.
- 7.** Team scheduling: Produces team schedules for an entire season which can be viewed on-screen before being printed to paper or disk file. The disk file should be compatible with word processing packages to allow adjustments, corrections or additional program notes and updates.
- 8.** Optical scanning: It should allow for optical scanning capabilities for mass data entry. This is especially handy for large programs who have hundreds of teams per sport. Using an optical scanning form or "bubble sheet," the team captain enters team information such as team name, team captain name, address, phone number, etc. This can save a tremendous amount of time as well as reduce operator keyboard entry error.
- 9.** League/team selection: Automatic and user-defined random selection of teams for leagues and divisions is very important. Also, make sure that the program randomly selects teams to be "Home" and "Visitor" throughout the entire play. Several programs will leave one team in the "Home" position all season which may not be fair when playing in certain facilities.
- 10.** Scheduling formats: Provide for a variety of scheduling formats such as round robin, double round robin, single elimination, double elimination, etc.
- 11.** Printouts and reports: The design and print out of reports and schedules must be very flexible. Printouts should never be confusing to either participants or employees due to coding and layout problems. Building or playing areas can be entered using codes but should be expanded to the full name when printed on a schedule. Game times, because of confusion, should be in a standard am/pm format rather than military time. Facility master schedules should be available on-screen or on hard copy reports for a specific site, based on one date, range of dates or for all dates. In addition, master schedules by division, by league, by facility and by court/field are very important. The program should generate daily game sheets, including date, game number, location, time and team rosters. Eligibility checks should be performed on all teams eliminating those individuals listed on the score sheet. Alphabetical phone lists by sport and

by divisions should be available as well as the capability to mail-merge address labels and form letters for team captains.

- 12.** Points: Track team participation and performance points on each sport.
- 13.** Table look-up: On-screen table look-up for facility codes, league codes or individual teams is really helpful when you have a large program with many facilities.
- 14.** Employee scheduling: Several programs will schedule officials and supervisors based on a pre-determined rating scale for each individual game.
- 15.** Sportsmanship status: If you currently keep track of sportsmanship ratings, the program will determine if a participant or team has too many unsportsmanlike points against them and therefore will notify you that they are ineligible to participate.

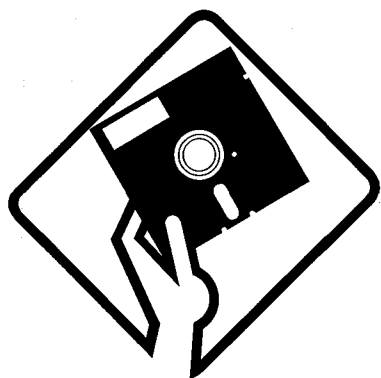
Finally, be knowledgeable of your manual system. Before switching over to a computerized scheduling package, it is important that you know the details and intricacies associated with manual tournament scheduling. The number one misconception about computers and tournament scheduling is that a computer will solve all of your scheduling problems. If there are problems with your manual system, all a computer will do is perform those same problems...only faster!

Always do a parallel run. Basically, what this means is not switching over to the new computerized system "cold turkey". It is wise to schedule both manually and on the computer for at least three to six months while learning the new computer package and identifying any bugs that might be prevalent. To rely completely on a new scheduling package is to risk having it crash.

Know all hardware requirements before purchasing. Ideally, computer software should always be purchased prior to buying any hardware. However, this may not be possible in all situations. Before purchasing the package, know what the minimum hardware requirements are and decide if you are willing to purchase new hardware or upgrade what you currently own. For example, Info 2000 requires a 386-based machine, 3 mb of RAM and at least 50 mb of hard disk space to operate satisfactorily.

Conclusion

As described, selecting a sports league software package is not as simple as going to the local computer store to select a word processing or spreadsheet package. Nor can the authors suggest which package is best for you. There are just too many variables in each recreational setting to



validate that approach. Our best advice to the interested reader is to write to several vendors and ask for a demonstration version of their product or talk to colleagues who are currently using a particular package. Only you can best determine which package is right for you.

You may also be interested in the results of The Oglebey Department of Continuing Education and NRPA Computer Institute for Parks and Recreation Workshop, held February 28-March 5, 1993 in Oglebey Park, Wheeling, WV. All current sports league software packages were discussed and demonstrated at this workshop. Contact Dr. Craig Ross at Indiana University for a presentation summary.

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Holley, Bruce, "Automated Intramurals," Proceeding 13th Annual NIRSA Convention, Corvallis, Oregon, 1979.

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Brian Haderlie is director Campus Recreation for the University of North Carolina at Greensboro and Craig Ross is associate director recreational sports at Indiana University in Bloomington, Indiana.

Figure 1

Vendor

Directory

20,000 Leagues Sports Stats, Inc.

320 Brooks Dr., Suite 231
Hazelwood, MO 63042
(314) 731-8010
\$99

Game Time Scheduler All American Sportsware

90 High St.
Newtown, PA 18940
(215) 860-8535
\$89

League Scheduling (LSS) Info 2000, Inc.

620-19th St., Suite 117
Niagara Falls, NY 14301
(716) 285-5387
(800) 677-8177
\$1800

League Scheduler Plus MicroSport Software

427 Sheidley
P.O. Box 254
Bonner Springs, KS 66012
(913) 442-1853
\$149.95

League Scheduling Programmed for Success, Inc.

503 Vista Bella, Suite 7
Oceanside, CA 92056-2513
(619) 433-7374
\$990

Rec Ware!

Sierra Digital
27091 Cottage Way #2
Sacramento, CA 95825
(916) 483-4585
\$1550

Sports Data Systems

P.O. Box 12268
St. Paul, MN 55112
(800) 328-8322

Sports Log

Gawiser Associates
1720 Post Rd. East
Westport, CT 06880
(203) 259-0001

Sports Scheduling System Advantage Information Management Services, Inc.

4222 N. 12, Suite 200
Phoenix, AZ 85014
(602) 230-1330

Sports Scheduler Sports Software Associates

75 Recreation Park Dr.
Hingham, MA 02043
(617) 749-7880
\$129.95 IBM
\$109.95 Apple

Tournament Master Sports Computers Systems, Inc.

3014-165th Place NE
Bellevue, WA 98008
(206) 868-2998



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- Dry Cleaning Services
- Ice Vending Machines
- Sailing
- Wind-Surfing
- Snorkeling
- Diving Course
- Grill Bar

- Deli / Snack Shop
 - Banana Boat Ride
 - Cigarette Boat Ride
 - Golf & Tennis Nearby
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 - Multi-Exercise Station
 - Stationary Bikes
 - Walking Machines
 - Stepping Machines
 - Free Weights

SPA CLUB

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 - Massage Room
 - Sauna / Steam Room
 - Tanning Room
 - Jacuzzi
 - Facial / Mud Treatment
 - Body Waxing
 - Nails / Hair Styling
- #### LANGUAGES SPOKEN
- English ■ Spanish ■ Italian
 - Portuguese ■ French ■ German

NESRA MEMBERS can now enjoy the finest resort/spa hotel facilities at the OCEANSIDE RESORT & SPA, situated directly on the oceanfront in POMPAÑO BEACH, FLORIDA. We're in the midst of all leisure sports activities ... shopping and business centers ... prominently located between BOCA RATON and FORT LAUDERDALE, on FLORIDA'S GOLD COAST.

THE OCEANSIDE RESORT & SPA has been thoroughly refurbished at the cost of \$8,000,000. Only a few of its attributes and amenities are described above. We are proud that our hotel is the envy of its competition in southeast Florida.

This desirable resort & spa hotel offers NESRA membership ... whether individual, families with children or small groups ... superb leisure vacations year-round ... at economical rates.

THE BEST NEWS FOR NESRA MEMBERS ARE THE LOW NET RATES OFFERED VIA "THE INCOMPARABLE 4-SEASONS & 2-YEARS GUARANTEED NET RATE PLAN"

APPLICABLE DATES: FROM: JAN. 1993 (THROUGH) DEC. 1994 (2 YEARS)

RATES FOR ALL ROOMS ARE FOR...1-to-4 persons occupancy* (per room)

ROOMS & RATES: ARE BASED UPON AVAILABILITY

TAXES: 9% Room Tax, per room, per day.

GROUPS: 15 rooms or more arranged via...TED CAPARELL...ONLY.

RESERVATIONS: Other than groups, reserve via the Reservation Mgr.
*CHILDREN UNDER 16 - FREE W/PARENTS ROLLAWAY \$5 EXTRA

JAN. 5, 1993 (THRU) APR. 19, 1993		APR. 20, 1993 (THRU) DEC. 20, 1993	
DEC. 21, 1993 (THRU) APR. 12, 1994		APR. 13, 1994 (THRU) DEC. 20, 1994	
Hotel Room	\$60	Hotel Room	\$35
1/Bdrm Suite	\$70	1/Bdrm Suite	\$45
2/Bdrm Suite	\$80	2/Bdrm Suite	\$55
1-4 PERSONS		1-4 PERSONS	



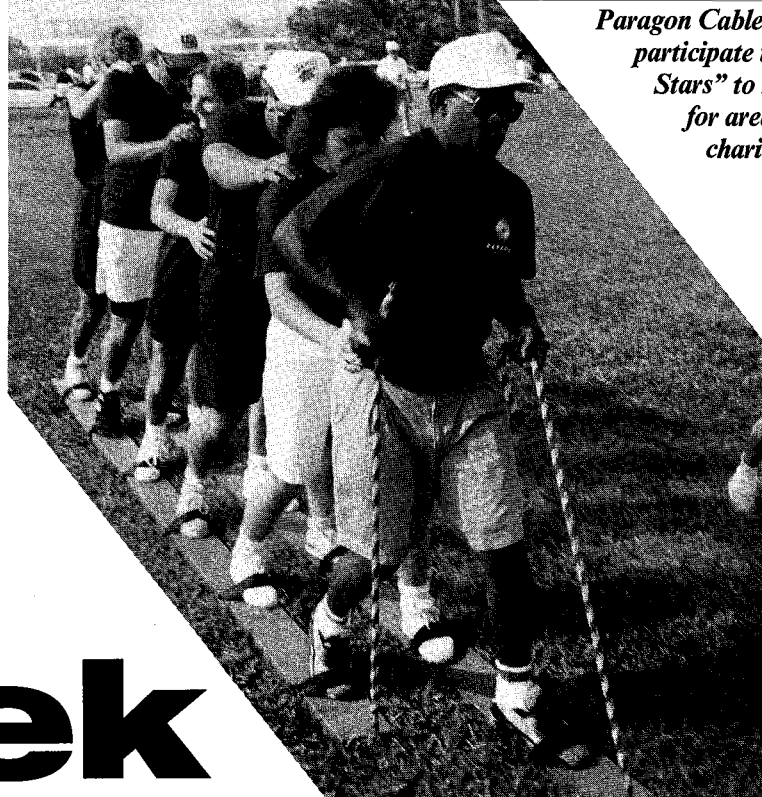
**Oceanside
Resort and Spa**
Pompano Beach, Florida

MARKETING / GROUP SALES
1208 W. OCEAN BLVD.
POMPAÑO BEACH, FL 33062

(305) 782-5300
(800) 327-1132 / USA / CAN
(305) 946-1853 / FAX

FOR INFORMATION CONTACT:
(ASSOCIATE NESRA MEMBER)
TED J. CAPARELL
Director Marketing/Sales

Paragon Cable employees participate in "Super Stars" to raise money for area charities.



Take A Peek

at A NESRA Member Program

Paragon Cable, St. Petersburg, FL, realized from the beginning that its employees are its most valuable asset and in order to recruit and retain superior employees, we had to offer programs competitive with larger companies in our job market.

Florida specializes in the hospitality industry with Busch Gardens, Walt Disney World, Sea World, Universal Studios, and other major attractions right at our back door. Being a relatively small system of 168 employees, we found it necessary to seek out an organization such as NESRA to ensure the same low rates and allow us to compete with the job base of a larger organization.

With our NESRA membership in place, we set out to create some programs distinct to Paragon. We formed a Focus Group, made up of employees from every department, to assure the programs we instituted answer the needs of all our employees.

The first program we kicked off was our "Perfect Attendance Program." We reward our employees every six months who have perfect attendance. Those who qualify get an extra personal day (we call this a well-day) and a bonus that starts at \$50 and increases with consecutive periods of perfect attendance. The most important part of the incentive is an invitation to a luncheon

cooked and served by the management of Paragon Cable.

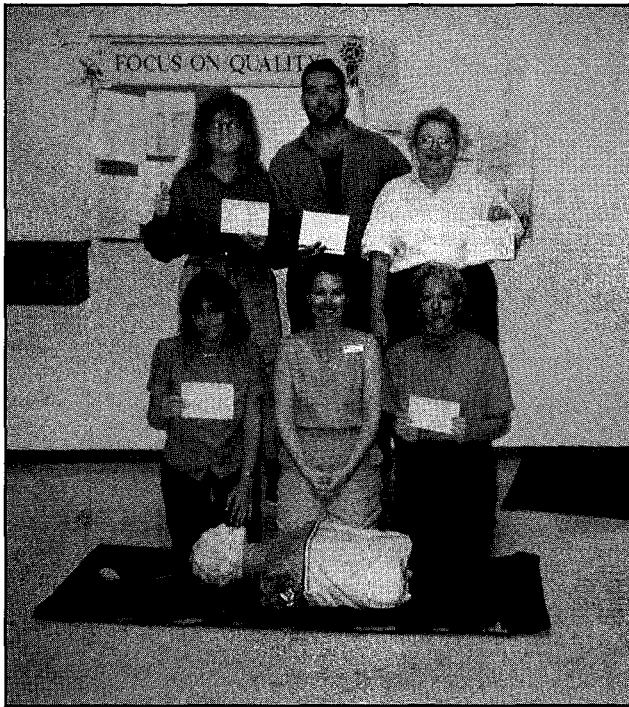
The first six months that the reward program was offered we had 30 employees qualify. The second time we had 60, then 92 the third and 117 the fourth time. The object is not to penalize those employees with serious illnesses, but to improve the attendance of those who may otherwise decide to take off for a mental health day.

Another very successful program we initiated was our "Community Service Program." In order to meet the demands of our many community projects, we tied in the employee's year-end bonus to the completion of at least two projects (i.e. Junior Achievement, Big Brothers-Big Sisters, Paint St. Pete Proud, Kids Art, The Christmas Toy Shop, etc.). If you complete two projects you earn 25 percent of the year-end bonus, plus a T-shirt. If you do two additional projects, you earn a sweatshirt. Ninety-nine percent of our employees over the last two years have earned 100 percent of their bonus. Not only has this helped to build a positive image of Paragon Cable in the community, but it gives our employees a sense of satisfaction to be able to give back something to the communities that they live in.

Just this past Christmas we held what I'm sure will be our First Annual Paragon Family Christmas Party. The Focus Group felt that many times

by Cindy Jameson

▼
**Get ideas to
enhance your
employee
program by
reading about
this one.**



CPR training is just one aspect of Paragon Cable's "community service program."

the Mom or Dad leave for work and their children know just that their parents are at work. They have no idea what they really do or where they go all day. So on a Saturday before Christmas, we opened our offices up to families. They were given tours of the offices, received explanations of what their Mom and Dad did, and then enjoyed a special party for them. Santa visited Paragon on that day to listen to their many requests and to give each of them a gift. There was a magic show, clowns, face painting, crafts to do and then it was topped off with hot dogs for lunch. This function gave the employees a whole new definition of what we have referred to for many years as the "Paragon Cable Family".

These are just a few of the projects and ideas that we've incorporated into our Employee Services here at Paragon Cable. We feel we must be doing something right. We are very proud of the fact that in 1992, we had less than a 3 percent turnover.



Cindy Jameson is human resources manager at Paragon Cable in St. Petersburg, Florida.



After touring Paragon Cable's offices to discover where her grandfather, Jack Bennett works, Amanda visits with Santa at Paragon Cable's first Family Christmas Party.

NESRA Membership Invitation

Make NESRA part of your staff. We can provide you with resources needed to effectively manage your employee activities program. Here is what you will receive as a member:

- Annual Membership and Peer Network Directory
- Discount Programs
- *Employee Services Management* monthly magazine
- *Keynotes* and *NESRA News* newsletters
- Resource Information
- Conferences and Exhibits
- Certification Program
- Volunteer Recognition Program
- Publications
- National Awards Program

Join NESRA today—the only national association which represents people responsible for employee services, recreation and health promotion programs. You will discover what our members know—becoming a NESRA member makes good business sense.

Annual Investment: \$125.00

☐ YES: Enroll me as a member today.

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip+4 _____

Phone _____

Number of employees _____

Reason for joining NESRA _____

☐ Payment Enclosed ☐ Please Invoice

Signature _____

Date _____

Please mail your check (made payable to NESRA) and this form to:

NESRA Headquarters
2211 York Road, Suite 207
Oak Brook, IL 60521-2371
(708) 362-1280 • fax (708) 368-1286

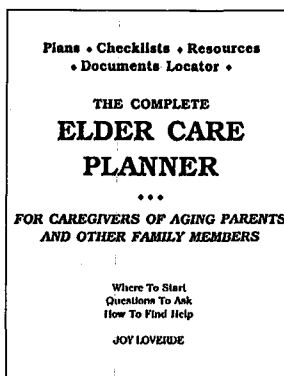
Services will begin 3-5 weeks after receipt of application.

Provide Employees with The Complete Elder Care Planner

Attend Author
Joy Loverde's
session at
NESRA's
Conference



Author Joy Loverde



"Employers are beginning to understand that they incur elder care related costs in terms of lost work time, impaired productivity, unplanned absences, higher use of health benefits, and employee turnover rates."

—Patrick Stinson, NESRA Executive Director

Protect the future of your organization. *The Complete Elder Care Planner: Everything Caregivers of Aging Parents Need to Know* by Joy Loverde, is the resource for fast answers for employee caregivers or can be used as a comprehensive guide to plan ahead. *The Complete Elder Care Planner* is ideal for distribution to employees as their elder care resource. The planner includes these timely chapters:

- How to Tell if an Elder Needs Help
- Getting Help
- Taking Care of You
- If an Elder is Hospitalized
- Ready Cash
- Health & Wellness
- Housing
- Long Distance Assistance
- Managing Medications
- Estate Planning
- Insurance for a Longer Life
- Documents Locator
- Elders & Driving
- Quality of Life
- Caregiving Questions to Ask

The Complete Elder Care Planner, consisting of 192 pages, 8-1/2" x 11", softcover, index and large type can be purchased and distributed to employees to offer them clear, direct, *immediate* solutions to common caregiver problems ranging from time-saving plans, checklists, documents locator, to tips and sources on where to get the latest information on all aspects of elder care. With over 21 years of insight and caregiving experience in one reference, *The Complete Elder Care Planner* has been specifically designed to assist caregivers and professionals in addressing critical elder care issues and effectively dealing with them.

The Complete Elder Care Planner —\$14.95

Quantity	Discount	Cost Per Copy
2 - 19	20 %	\$11.96
20 - 49	30 %	10.47
50 - 99	35 %	9.71
100 - 249	40 %	8.97
250 - 499	50 %	7.47
500 and more	Inquire	

Personalized editions are available in quantities of 1,500 or more. We can print your organization's name and logo on the cover and include a cover letter inside. Please call The Monarch Company (714) 451-8488 for details.

Pricing does not include shipping and handling charges and is subject to change without notice.

Quantity	Price	Discount	Subtotal
_____	\$14.95	_____	_____
	Shipping & Handling (See below)		_____
	Total		_____

Shipping & Handling: \$2 for first book, 75 cents for each additional book. Customer pays all shipping. Allow a minimum of 3 weeks for delivery (6-8 weeks for personalized editions).

Terms: Books are nonreturnable. Prepayment is required. Personalized editions require a 50 percent deposit with the balance due prior to delivery. Quantity discounts are for shipments to one location only.

Make checks payable to: **NESRA Headquarters, 2211 York Rd., Oak Brook, IL 60521,**
Fax: (708) 368-1286.

SHIP TO: (Please type or print)

Name _____ Telephone _____

Organization _____ Title _____

Address (No P.O. Boxes please) _____

City/State/Zip _____

Exhibit Room A

BOOTH

NUMBER EXHIBITOR

100	Keystone Resort, Colorado	309	Seiko Time	706	Fiesta Texas
101	Jacobs Trading Co.	400	Organizers Etc.	708	Travelodge
102, 104-	Potential Profits Group	401	See's Candies	709	Texas Instruments
113	Employee Store:	402	Claridge Casino Hotel	800,802	Walt Disney's Magic Kingdom Club
	C.A. Short Company	403	Universal Hotels	801	Howard Miller Clock Co.
	Seville Corporation	404	Wet'nWild	803	Forever Resorts
	Tultex Screen Print Operations	405	Trans Global Tours, Inc.	804,806	Walt Disney Company
	Johnson Leisure Incentives	406	Opryland USA	805	Entertainment Publications
	Tultex Corporation	407	Business Innovations	807,809	Action Products
	AT&T Consumer Products	408	Caesars Pocono Resorts	808	Zippo Mfg. Company
	Totes, Inc.	409	ATEC	810	Best Western Seven Seas
	Thorn Apple Valley/	500	Krementz & Company	812	Klein Jewelry Company
	Cavanaugh Lakeview Farms	501,503,		900	Paramount's Kings Island
	Alaron, Inc.	505	Universal Studios Florida	901	Century Products Company
	Greenwich Collection	502	D.M. Merchandising	902	Oneida Silversmiths
103	Perks Unlimited, Inc.	504	Namco	903	David J. Selznick Group
200,202	Qualex Inc.	506	Print USA	905,907	Gear For Sports
201	San Diego Zoo/San Diego Wild Animal Park	507	Universal Studios Hollywood	906	California Custom Design
203	Palm Springs Aerial Tramway	508	Outrigger Hotels Hawaii	908	Vi-Tel Electronics
204	Hospitality Franchise Systems	509	Southeastern Tape Distributors	909	Airporter Hotel
205-209	CSC Marketing	600,701	Blackbird International	910	Source One Mortgage
300	Las Vegas Convention & Visitors Authority	601, 603	Fun Services	911	Blue & Gold Fleet
301	Aris Isotoner	602, 604	King Louie International	912	American Greetings Corp.
302	Brunswick Recreation Centers	605	Pulsar Time	913	Wisconsin Toy Company
303	Vanderbilt Inn on the Gulf	606	Florida Leisure	914	Porter Wallace Corporation
304	Princess Hotels International	607-609	Kampgrounds of America, Inc.	915	Cruise America/RV Depot
305,307	Best Western Intl., Inc.	608	Bose Corporation	916	Continental Jewelry
306,308	Market Identity	700	Medieval Times Dinner & Tournament	917	Milford Plaza Hotel
		702	Biltmore Estate	919	Dayspring Greeting Cards
		703	American Poolplayers Assoc. Inc.	921	National Tour Association
		704	The Hoover Company	922,924	MGM Grand Hotel & Theme Pk.
		705-707	Busch Entertainment Corp.	923	Crown Sterling Suites

Exhibit Room B

BOOTH

NUMBER EXHIBITOR

1000	Oceans Eleven Resorts, Inc.	1013	The HB Group (Burnes of Boston)	1114,	
1001	Ocean Cruise Lines/Pearl Cruises	1100	Orlando/Orange County Conv. & Visitors Bureau, Inc.	1115	Cocoa Beach Area Resorts
1002	Days Inn Busch Gardens East	1101	Best Western Buena Vista Suites	1200	Holiday Inn Lake Buena Vista
1003	Half Moon Beach Club	1102	Quality Hotel Orlando Airport		Holiday Inn Main Gate East
1004	Hilton Inn Gateway/Ramada Resort	1103	Radisson Plaza Hotel Orlando	1201	Days Inn/Days Suites
1005	Holiday Inn-Sebring	1104	Parc Corniche Condominium Suite Hotel	1202,1204,	
1006	Marriott Residence Inn—Orlando Attraction Center	1105	Days Inn Lake Buena Vista	1206	Kissimmee-St. Cloud Convention & Visitors Bureau
1007	Howard Johnson Resort Hotel WDW Village	1106	Universal Resorts, Inc.	1203	Gatorland
1009	Choice Hotels International	1107	Holiday Villas	1205	Ramada Resort Maingate at the Parkway
1010	Energy Innovations, Inc.	1108	Promotional Travel/Meeting Needs	1207,	
1011	TN/KY Ramada Managers Assoc.	1109	Summerfield Suites Hotel	1209	Black & Decker
1012	Economy Lodging Systems, Inc.	1110	Hotel Management Associates	1208	Mears Transportation
		1111	Embassy Suites—International Drive South	1210,	
		1112	Hostmark Hospitality Mgt. Group	1212	Fuji TruColor/Employee Photo Service
		1113	Quality Inn Oceanside Resort & Spa	1211	Quality Suites
				1213	Sayings for You, Inc.

Exhibit Booths!

Exhibit Room A

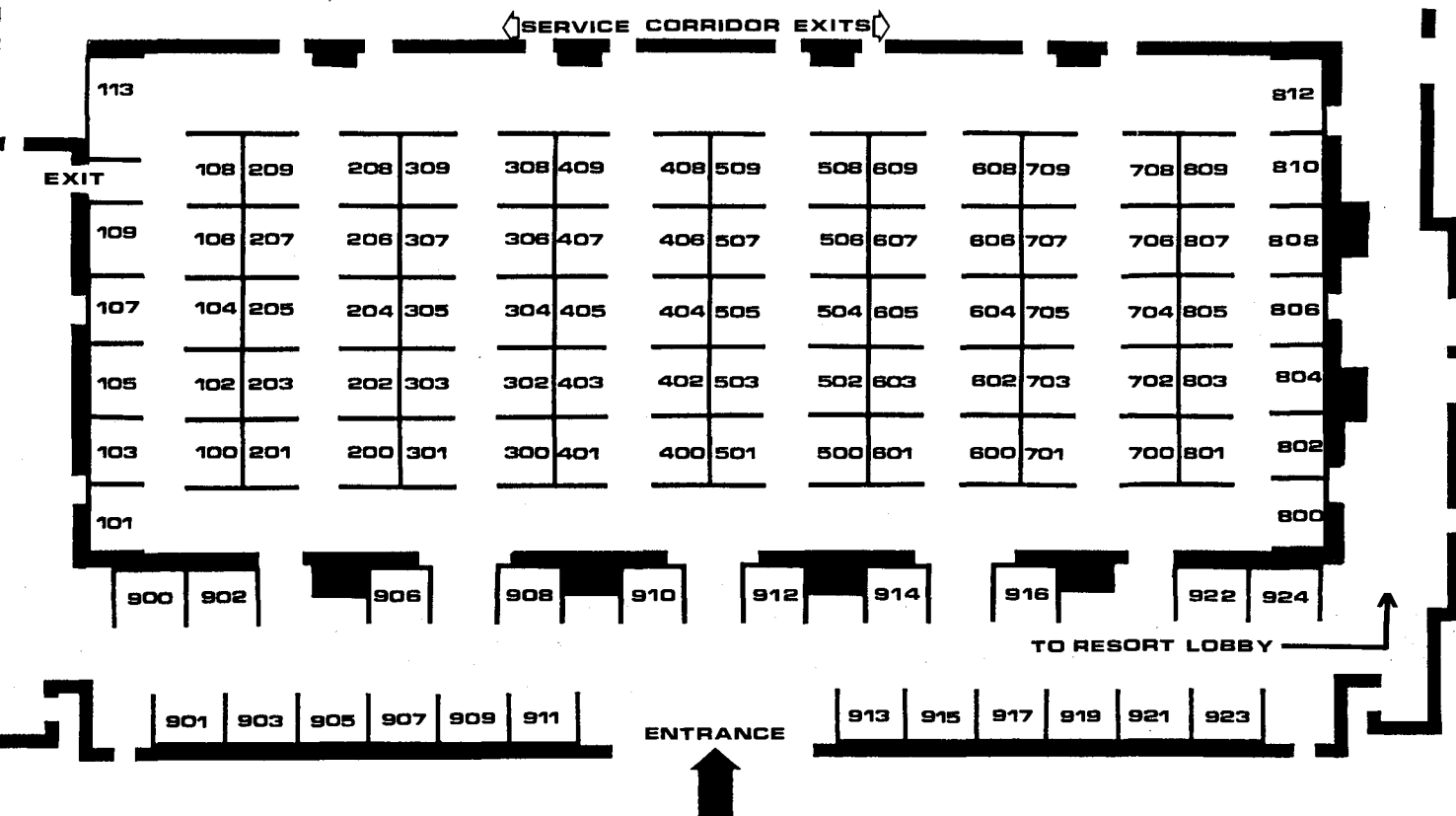
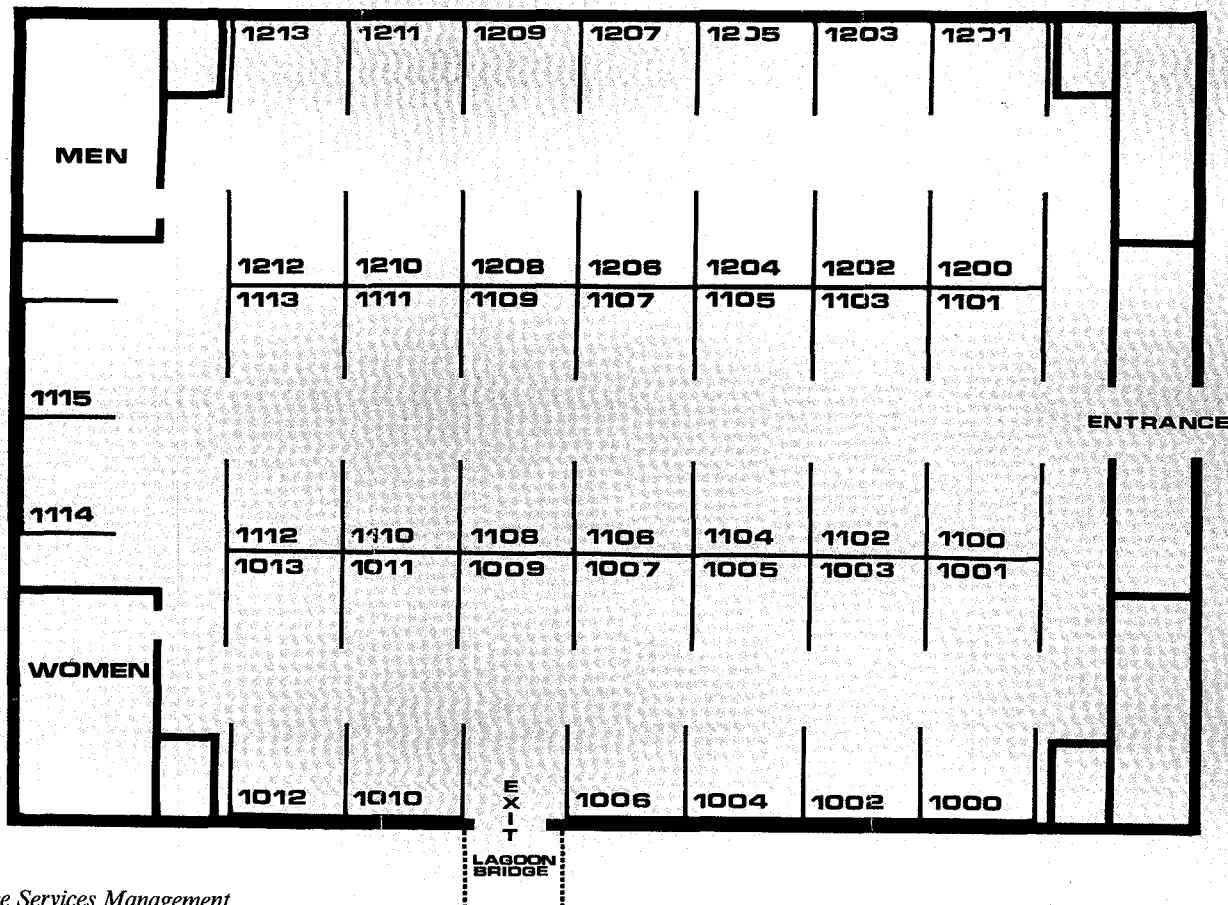
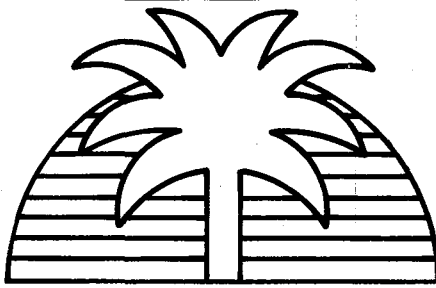


Exhibit Room B





"A Changing Climate in ES&R"

NESRA's 52nd Annual Conference and Exhibit

April 14-18, 1993
at Saddlebrook Resort at Tampa Bay, Florida

WEDNESDAY, APRIL 14

9:00 a.m.
Registration

1:00 p.m. - 3:45 p.m.
Regional Council Meetings

4:00 p.m. - 5:30 p.m.
National Committee Meetings

7:00 p.m.

HOSPITALITY RECEPTION
*Sponsored by Tampa Bay/
Suncoast Chapter*

THURSDAY, APRIL 15

7:30 a.m.
Registration

8:00 a.m. - 9:30 a.m.
Regional Breakfasts

8:00 a.m.
Spouse's Continental
Breakfast

9:00 a.m. - 2:00 p.m.
Spouse's Tour (Tarpon Springs)

9:45 a.m. - 11:15 a.m.
Conference Opening Session:
"Mental Toughness"

11:30 a.m. - 12:30 p.m.
Exhibitor Orientation

Workshops: Chapter Presi-
dents, Hospitals, Experienced,
Novice and Management
Support

12:30 p.m. - 1:30 p.m.
Certification Lunch (for
CESRA/Ls & RVESRAs)

LUNCH ON YOUR OWN

1:30 p.m. - 4:00 p.m.
**EXHIBIT HALL GRAND
OPENING**

4:30 p.m.
Buses Depart for Evening at
Busch Gardens

**DINNER AND
ENTERTAINMENT**
*Evening sponsored by Busch
Entertainment*

FRIDAY, APRIL 16

8:00 a.m.
Registration

**BREAKFAST ON YOUR
OWN**

8:00 a.m.
Spouse's Continental
Breakfast
9:00 a.m.
Spouse's Tour (Weeki Wachee)

8:30 a.m. - 9:30 a.m.
General Session:
"Trends in Benefits"

9:45 a.m. - 10:45 a.m.
Concurrent Sessions

- 1.) Setting Organizational
Goals to Maximize
Productivity I
- 2.) Employee Development
Center I
- 3.) Entertainment Contracts
- 4.) How To Start A Travel
Program

Chapter Track (CH)
How A Chapter Can
Survive an Audit

Employee Store Track (ES)
How to Sell the Unsellable

Fitness/Health Track (FH)
Developing a Corporate Wellness Program

11:00 a.m. - 12 Noon

Concurrent Sessions

- 1.) Setting Organizational Goals to Maximize Productivity II
- 2.) Employee Development Center II
- 3.) How an Employee Association Can Survive An Audit
- 4.) How To Expand A Travel Program

CH Chapter Rap Session

ES Payroll Deduction Yes or No?

FH Enticing Employees to Stay Healthy

12:15 p.m. - 2:00 p.m.

MANAGEMENT LUNCHEON

2:15 p.m. - 3:15 p.m.

Concurrent Sessions

- 1.) The Effective Employee Caregiver
- 2.) Recycling Programs
- 3.) The Basics of Meeting Planning
- 4.) Employee Store Without Walls

CH Developing Leadership

ES Providing Superior Customer Service

FH The Role of Fitness in TQM

3:30 p.m. - 4:15 p.m.

Concurrent Sessions

- 1.) Being A Model Corporate Citizen
- 2.) Facility Design & ADA
- 3.) How To Be A Better Photographer
- 4.) Personal & Organizational Strategies to Deal With Work & Family Issues

CH Reverse Vendor Fair

ES Merchandising to Achieve Maximum Results

FH Self Defense as a Component of Wellness

4:30 p.m. - 7:00 p.m.

EXHIBIT HALL OPEN

7:30 p.m.

DINNER AND

ENTERTAINMENT

Sponsored by Universal Studios

SATURDAY, APRIL 17

8:30 a.m. - 9:30 a.m.

General Session:

"Multiculturalism: A Third Generation Approach"

9:45 a.m. - 10:45 a.m.

Concurrent Sessions

- 1.) Childcare
- 2.) American Disabilities Act
- 3.) Retiree Services
- 4.) Liability and ES&R

CH Membership Development

ES Increasing Your Profitability

FH Beyond the Basics: New Directions for Wellness Programming

11:00 a.m. - 12 Noon

Concurrent Sessions

- 1.) Unique Programming Ideas
- 2.) Extending Your Facilities Beyond the Employee Population
- 3.) Chapter Administrators Session
- 4.) Unique Golf Tournaments

CH Monthly Meetings

ES Creating A Catalog/Mail Order Programs

FH Wellness Forum

12:15 p.m. - 2:30 p.m.

EXHIBIT HALL OPEN

LUNCH SERVED

2:45 p.m. - 4:00 p.m.

Workshops: Hospitals, Experienced, Novice, Mgt. Support

2:45 p.m. - 4:45 p.m.

Board of Directors Meeting

6:30 p.m.

Reception

7:30 p.m.

PRESIDENT'S DINNER

Entertainment and Decorations Sponsored by Walt Disney's Magic Kingdom Club

(Dress tropical or casual)

SUNDAY, APRIL 18

9:15 a.m. - 10:15 a.m.

General Session:

"Recreation Business: Risky Business"

10:30 a.m. - 12 Noon

CLOSING BRUNCH

Schedule Your Flight Today

(The Easter holiday will affect availability)

Airline Discount In Conjunction With Delta Airlines

- 5 percent discount off any published fare (except group, military, government contract, Visit USA, and Delta's Canadian fares), providing all rules and conditions of the airfare are met.
- 40 percent off the unrestricted Coach (Y, YN, YI) fare. Seven days advance reservations and ticketing is required.
- Exceptions: Travel from Delta's Canadian cities will apply at 40 percent discount, and travel solely on Delta Connection carriers will apply at a 35 percent discount.

Call Delta at (800) 241-6760 and refer to File Number: R0861 to make reservations.

Hotel Information

Saddlebrook Resort at Tampa Bay

100 Saddlebrook Way

Wesley Chapel, Florida 33543

(813) 973-1111

(800) 729-8383

Hotel Rates

\$115 per night Deluxe Guest Hotel Room

\$175 per night One-Bedroom Suite (1-2 people)*

\$270 per night Two-Bedroom Suite (2-4 people)*

** Additional people \$15 per person per night*

NESRA will send you a hotel reservation card upon receipt of your paid registration or you may immediately call the Resort directly, to make your reservations. Be sure to identify yourself as a NESRA attendee.

How to Register

Complete the enclosed Registration Form
(Make duplicates if needed)

Send the Registration Form along with a check or
money order for the full payment to:

NESRA Headquarters
2211 York Road, Suite 207
Oak Brook, IL 60521-2371

Spouses' Program

Tarpon Springs

Thursday's 5-hour tour visits Florida's largest Greek community. You can watch the sponge boats bring in live sponges or see fishermen with their catch of the day or you can shop in a variety of Greek and Florida clothing, art and gift shops. Tour includes lunch at a Greek restaurant!

Weeki Wachee Springs Tour

Enjoy Friday's 6-hour tour to Weeki Wachee Springs theme park known as "The City of Mermaids." The park offers a theatrical performance based on Hans Christian Andersen's classic love story, "The Little Mermaid" performed in a theater submerged 16 feet below the water's surface; a wilderness river cruise touring Florida's ecosystems filled with wildlife; and a "Birds of Prey" show. The tour also includes lunch.



NESRA

National Employee Services and Recreation
Association

2211 York Road, Suite 207
Oak Brook, IL 60521-2371
(708) 368-1280

NESRA's
52nd Annual Conference and Exhibit
Saddlebrook Resort at Tampa Bay, Florida
April 14-18, 1993
Registration Form

Full Name (Print) _____ Common First Name _____

Status: Delegate _____ Spouse _____ CESRA _____ RVESRA _____

Company _____ Position _____

Address _____

City _____ State _____ Zip Code _____

Phone _____ Number of Employees _____

Is this your first National Conference? Yes _____ No _____

Expected date of Arrival _____ Departure _____

() Please check if you are disabled and require special services. Attach a description of your needs.

REGISTRATION FEES: Please circle amount enclosed.

	Prior to 3/1/93	After 3/1/93
Delegate-NESRA Member	\$375	\$410
Non-Member Delegate	395	420
Commercial Attendee not Exhibiting	475	500
Spouse	185	195
Student (Includes sponsored functions)	185	185
Retiree	75	75

SUBMIT A SEPARATE REGISTRATION FORM FOR EACH PERSON. DUPLICATE COPIES OF THIS FORM WILL BE ACCEPTED.

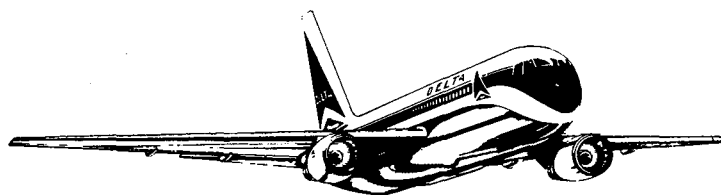
Please include your check payable to NESRA. Advance registration cannot be accepted without full payment. Mail check and registration form to: NESRA Headquarters, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371, Fax (708) 368-1286. Any questions, call (708) 368-1280.

Cancellation: Full registration will be refunded if cancellation is received postmarked no later than 3/1/93. After that date, refund cannot be guaranteed.

A HOTEL RESERVATION CARD WILL BE PART OF YOUR CONFERENCE CONFIRMATION PACKET. All room reservations must be made directly with Saddlebrook Resort. We cannot guarantee room availability after 3/1/93. NESRA Conference room rate at Saddlebrook Resort is \$115 per night Deluxe Guest Room (1-2 people), \$175 per night One-Bedroom Suite (1-2 people), \$270 per night Two-Bedroom Suite (2-4 people) Should you prefer to telephone in your room reservation, the number is (800) 729-8383 or (813) 973-1111. Be sure to state you are part of the NESRA Conference.

FOR OFFICE USE ONLY

1 2 3 4 5



Save 40% or More
On Special Air Fares
Call 1-800-241-6760
Refer to File No. R0861

Delta Air Lines, Inc., in cooperation with the National Employee Services and Recreation Association, is offering special rates to NESRA's 52nd Annual Conference and Exhibit, April 14-18, 1993. These fares are based on Delta's published round-trip fares within the United States and San Juan.

- A 5 percent discount off any published fare (except group, military, government contract, Visit USA, and Delta's Canadian fares), providing all rules and conditions of the airfare are met.
- 40 percent off the unrestricted Coach (Y, YN, YI) fare. Seven days advance reservations and ticketing is required.
- Exceptions:
Travel from Delta's Canadian cities will apply at 40 percent discount, and travel solely on Delta Connection carriers will apply at a 35 percent discount.

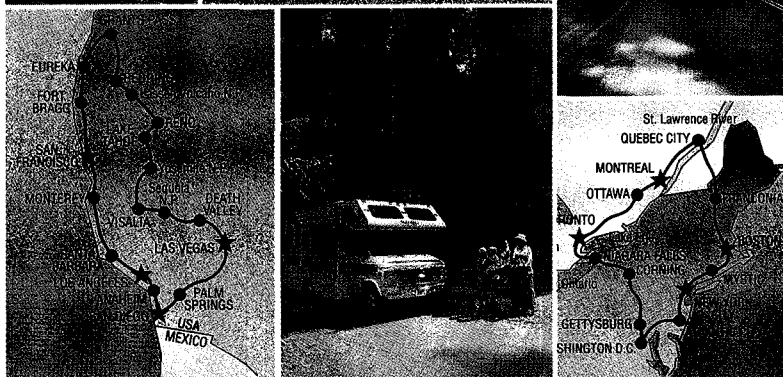
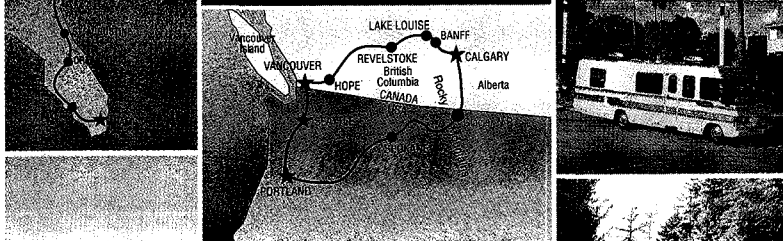
To take advantage of either discount, follow these simple steps:

1. Call Delta, or have your travel agent call at (800) 241-6760, for reservations 8 a.m. to 11 p.m., Eastern Time —Daily.
2. Refer to File Number: R0861
3. Certain restrictions may apply and seats are limited.
4. These discounts are available only through Delta's toll-free number, so call today!

THERE'S NO BETTER TIME TO DISCOVER NORTH AMERICA



OFFER YOUR EMPLOYEES A CRUISE AMERICA MOTORHOME ADVENTURE TOUR



Smart vacationers are discovering the fun and adventure of touring by motorhome. With a motorhome, your employees have the flexibility to tour wherever they want for as long as they want, in hotel room comfort. They can tour locally or drive one way clear across the continent. Or fly to their favorite area in the United States or Canada and begin their tour.

We make it easy. Cruise America has over 100 rental centers with the world's largest motorhome fleet. With just one toll free call to our reservation center, we'll have the right size, fully equipped rolling holiday ready for your employee. 800-327-7799.



If you are a service professional, fill out the coupon for a complete sales kit. Mail to Marketing Manager, Cruise America, 5959 Blue Lagoon Drive, Suite 250, Miami, FL 33126. Or call 800-327-7799 and ask for a sales kit.

Yes. Send me a Sales Kit.

YOUR NAME

COMPANY NAME

ADDRESS

CITY/STATE/ZIP

NESRA

Cruise America Features
Chevy Vans and Reliable Chevrolet Motorhome Chassis.

See you in Booth 915 at the NESBA Exhibit

Turning Fear Into Power!

by John Ahrens Hall

▼
**Address a
rapidly in-
creasing
problem that
affects mil-
lions of lives
every year—
crime.**

Why not consider “personal protection” as a possible new program? Not a day goes by without the media informing us about the latest victim of a “carjacking,” theft, rape and ...fill in the blank! The support of, and enthusiasm for, self-defense outside the traditional martial arts school is a logical response by the general public. Self-defense instruction of one kind or another is being offered at YMCA’s, community centers, and universities. The purpose of this article is to help you cut through the confusion of what specifically is the “best” way to bring a self-defense program into the corporate wellness community.

Personal Protection and Health: The Connection

For years, women, men and children have benefited from self-defense training both physically and emotionally. Besides the obvious physical benefits of flexibility, speed, power, agility and effective breathing; many individuals have expressed increased self-esteem and enhanced mental discipline as the more important benefits. One woman states, “I’m more secure about my safety now, but I’ve discovered something fascinating—it’s also helped me in business. I’m much more relaxed and not intimidated during stressful situations anymore.”

The principles of personal protection provide value in our lives far beyond the skills and ideas needed to prevent and escape crime. Learning to protect yourself and those you love is an opportunity to enhance your business and personal growth. How would your organization profit from individuals who were focused, self-disciplined, team-oriented as well as motivated to direct the negative forces around them to positive ends?

I believe there is a direct relationship between the benefits of “corporate training” and wellness programs. I am suggesting wellness programs provide the foundation for success when training for more job-related skills. For example, today “employee empowerment” and “team-building” are the hottest topics in many companies’ corporate training departments. By understanding the association between these types of training courses with programs like personal protection, we will continue to add value to our lives. As a result, companies have another vehicle to show us how much they truly care about us and our families. Finally, we realize the word “health” today means much more than just eating right and exercising. Individuals who discover, through a personal protection program, a new sense of confidence about their own mental and physical ability to survive; certainly will transfer these new empowering attitudes about themselves to their business and personal lives.

All Self-Defense Programs Are Not Created Equal

You are walking to your car after working late one night, when all of a sudden two men begin following you. You can sense them getting closer and closer. They circle around you and demand you come with them. Swiftly you deliver a perfectly placed punch knocking the wind out of one attacker. A whirling kick to the head sends the other one abruptly to the ground. After a call to the police, you calmly walk away. Fact or fantasy? Probably the later. If you thought the research on safe nutrition practices and effective exercise programs is sometimes confusing and/or contradictory, the same is true about self-defense and its solutions for crime.

Before we discuss the most important factors to look for when choosing a personal protection

program that fits in with your wellness philosophy and strategy, let's compare traditional martial arts courses with "self-defense" programs. In theory, courses in Karate, Judo, Tae Kwon Do, etc. ...should be making the streets of America unsafe for criminals. In practice, few students continue on with their training long enough to achieve even minimum proficiency. Like sticking to an exercise program, for whatever reason, instructors predict 75 percent of their new students quit within the first six months. What's the solution? How can we help people who want to be safe and achieve an increased feeling of security, but have no interest in the martial arts? Unlike acquiring the benefits of consistent exercise, there are shortcuts to learning self-defense. The reason for this is simple, martial arts training and personal protection programs have different outcomes and so do the individuals who study them.

Personal Protection Program Essentials

I believe any worthwhile personal protection workshop should incorporate the following elements:

■ **Belief:** We can learn all skills that have prevented and stopped attacks, but if we don't have a feeling of certainty we can use them, then what good are they? We're not talking about creating a "false sense of security." However, our current beliefs about our ability to defend ourselves will act as "filters" when we learn new ideas. As they say in the medical community, "medicine isn't always necessary for recovery, but belief is."

■ **Instinct:** A critical aspect of martial arts is the conscious positioning of our bodies. Because violent confrontations occur in an instant, chances are we will not be in a "ready position." Then what? The days of memorizing the hundreds of ways we could be attacked are over. Our natural reactions are the foundation of any self-defense skill or concept. Believing in our innate survival instinct enables us to have much more power than we think.

■ **Focus:** In my opinion, personal protection is not about "fighting back, causing pain or winning." It's all about one thing—escape! In the instant we are confronted, if our focus is blame, doubt, or remembering a specific technique, then our chances of surviving have been drastically reduced. Control your focus by making your every thought and action center on escape.

■ **Organizing Principles:** We have all heard the stories about women and men who have "resist-

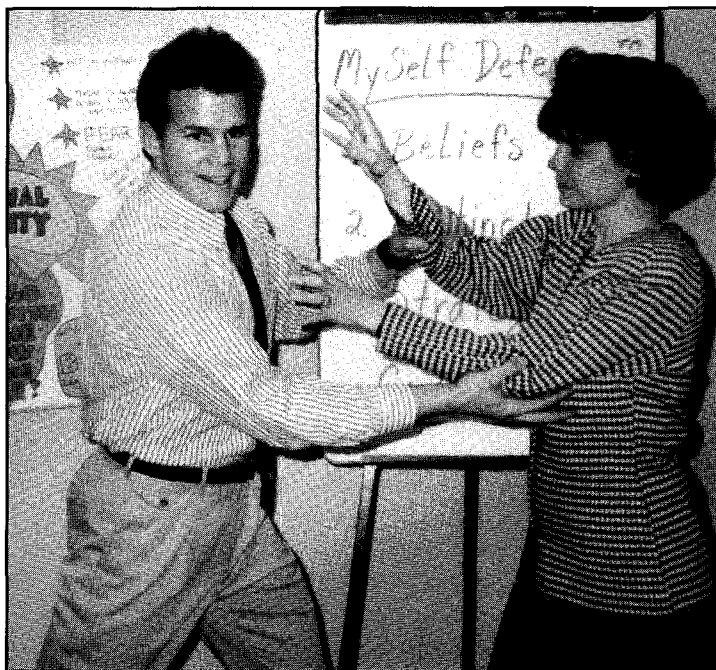
ed" an attack and died, while another "fights back" and survives. What's the right answer? There are no absolutes, no right way or wrong way to defend yourself, there are only results. Everyday business situations arise that catch us by surprise. "Organizing principles," thoughts and actions that can be applied to unlimited situations, enables us to survive during times of stress and confusion. This concept is the essence of personal protection as well. It is unrealistic to memorize the "right" solution for the variety of ways we could be confronted by an attacker.

■ **O.P.E.—Other People's Experience:** By studying and learning what specifically worked when someone in the real world prevented and escaped an attack, we can incorporate their beliefs and strategies into our own personally acquired skills for protection. We are not talking about imitating someone else. Every situation is different, and each of us has a unique definition of success, and each of us has to create his/her own method. A truly effective program incorporates real life experiences while drawing upon the common principles that enable all forms of martial arts training to work.

Program Format And Delivery

We've heard the most effective form of learning incorporates all our senses. When we see something, hear something, and then do something; our chances of remembering and integrat-

▼
**The best way
 to get anyone
 to learn is to
 have fun,
 especially
 with a repul-
 sive subject
 like violent
 crime.**



Learning the principles of personal protection can be a fun and empowering process, not a scary one!

▼

The challenge is finding a program that is applicable to persons of all ages, athletic abilities and "mental dispositions."

ing the concept in our life has drastically increased. I believe instructors must understand the best way to get anyone to learn is to have fun, especially with a repulsive subject like violent crime. If the process is not enjoyable and applicable to individuals regardless of age and athletic ability, then we dramatically limit the number of people we can help. Because learning is not an event, your program should possess a conditioning process that enables the participants to integrate the ideas into their lives. I believe the focus of your program can be summarized in this statement, "What you learn today, you can use today." Unfortunately, most people perceive learning self-defense as a mysterious and complicated process. I am suggesting in one program you can accomplish much more than expected, but only if the material and instructor should explain "why" these skills may work, not just "how" to perform them.

Turning Fear Into Power


Learning self-defense doesn't mean we won't be afraid anymore. The key is understanding how to use fear to escape—period. I am sug-

gesting it is virtually impossible to "re-create" the intensity of a violent confrontation. It's like the women who lifts up the front corner of her car because her daughter is trapped underneath. She used her instinct and adrenaline to access unbelievable resources and power. Personal protection should be an empowering program, one that takes our natural fear and turns it into power. What do I mean by power?—Any idea or action that significantly increases our chances of preventing and escaping any type of attack.

So why do many people and companies fail to support a self-defense program? I believe there are many reasons. Some people believe the police or someone else is responsible for their safety. Others believe the process is too long and complicated; while doubting their ability to "fight back."

In my opinion, knowledge is not power. Think about it, with all the information about nutrition and the impact of fatty foods on heart disease, why would someone still eat these fatty foods knowing it may cause a heart attack? The answer, the pain of heart disease is not immediate or real for them, but the pleasure of the food is! This type of association is true with self-protection. For most of us the reality of an attack is not immediate or real; plus we hear about crime so much sometimes we almost become immune to it. As a result, we link pain to the unpleasant thought of an attack and no pleasure to learning how to prevent and stop one. If we feel taking a course in self defense will be uncomfortable and doubt its effectiveness, chances are we won't enroll.

Conclusion

The importance of providing a personal protection program that significantly increases an employee's quality of life while providing valuable information can be an excellent addition to your wellness curriculum. The challenge is finding a program that is applicable to persons of all ages, athletic abilities and "mental dispositions." I believe the corporate wellness community is a perfect vehicle for individuals to learn personal protection. The company has the opportunity to show they truly care while adding more value to their employee's work and personal life. As a result, employees and their families will be very grateful in return. 

John Ahrens Hall is the founder of "Myself Defense," Cincinnati, OH, an employee empowerment and protection program. He works with wellness directors nationwide, providing their organizations with his personal protection programs. Look for Hall's session on this topic at NESRA's Annual Conference.

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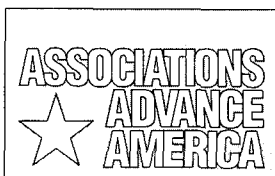
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Evaluate Your Store For Compliance with the ADA

Reprinted from "Hallmark Self-Evaluation and Implementation Guide for the ADA" with permission from Hallmark Cards Inc., Kansas City, MO © 1992

Find

Solutions to

common

problems

store manag-

ers face

when comply-

ing with the

ADA.

Complete the evaluation forms shown in Table 1 and Table 2. Then read the following tips which offer solutions to common problems store managers encounter when trying to comply with the ADA.

■ **Install Risers:** Risers are now required on all stairs. If you have stairs that have open risers, you should install risers to reduce the tripping hazard. You will need to do this for stairs that are on the sales floor. Any stairs that you may have leading to a mezzanine or basement space in your stockrooms will need to comply if you have an employee with a disability who uses those stairs.

■ **Ramps:** All inside ramps must have a maximum slope of 1:12. You may need to rebuild or modify any existing ramps to meet this requirement.

Outdoors the required ratio for ramps is 1:20 if they are exposed to inclement weather. Any modifications to existing ramps or new ramps should meet the ratio. Portable ramps are a viable alternative in a situation where a permanent ramp would severely impede access to your store by customers who do not need the ramp. You should clearly indicate at your storefront that such a service exists and should also have some sort of notification device (doorbell or intercom system) available so store personnel can be notified when the ramp is required.

■ **Handrails:** Handrails on both sides of stairs and ramps may have to be modified or added to meet the ADA criteria.

■ **Loose Flooring:** Secure carpet. Be sure that all carpet and rugs are secure along the edges and at transition points between other flooring materials.

■ **Replace Carpet:** You may find that you need to replace your carpet if it is thick or a loose-weave (shag carpet is one example). As you replace carpet in your normal maintenance program, be sure that it is no more than one-half inch thick and a level cut or loop material. If you

have a pad under the material, it should be thin and firm. Any carpet suggested by your Regional Retail Designer meets this criteria.

■ **Aisles too Narrow:** Reconfigure your store fixturing and displays to make sure that all of your aisles meet the 36-inch minimum width criteria. Forty-four inches is the recommended width. Forty-four inches meets both the criteria of the ADA and most local building code standards for emergency exits and fire corridors.

■ **Cross-aisles too Narrow:** Again, reconfigure your fixturing to allow 36 inches minimum width. Forty-four inches is the preferred width.

■ **Cluster Spinners:** We found in many cases, if the spinners were clustered together, not only were aisle widths within the guidelines but a more impactful merchandise statement could be made to the customer.

■ **Cluster Clutter:** Again, relocate clutter such as helium tanks, baskets, tables and chairs, etc., to create more open space on the selling floor.

■ **Columns:** In some cases columns are just located in the wrong spot. Until you can reconfigure your fixturing, you can offer assistance to your customer who may not be able to get to or reach the merchandise. In these situations you should reconfigure the fixturing in your store.

■ **Permanent Displays:** Provide reaching devices: You may be able to provide reaching devices similar to those used in ready-to-wear situations.

■ **Reorganize Merchandise:** Consider vertical facing of your merchandise. Instead of running a particular merchandise type horizontally on the shelves, you may want to consider locating the merchandise in a vertical "ribbon;" a vertical presentation of party cups versus a horizontal presentation of the same merchandise.

■ **Cluster Merchandise:** Position merchandise together into groups or clusters, thus creating a zone of a particular merchandise type.

■ **Reorganize the Platform Function:** In some cases you can with little modification, reorganize the function of the platform. The platform could

Table 1

An Evaluation for

ADA Compliance

Yes	Needs Work	
_____	_____	On the pull side of the doors, next to the handle, is there at least 18-inches clear wall space so that a person using a wheelchair can clear the swing of the door?
_____	_____	Is the door handle no higher than 48 inches?
_____	_____	If the door has a closer, does it close slowly?
_____	_____	If one door follows another in a vestibule, is there at least a 48-inch clearance free of the door swings?
_____	_____	Are all public places easily accessible?
_____	_____	Are all aisles at least 36-inches wide?
_____	_____	Is there at least a 36-inch width at all turns to accommodate a wheelchair?
_____	_____	Do dead-end aisles have a turning radius of 60 inches?
_____	_____	On routes through your store, are all obstructions within 27 inches of the floor, so that a person with a visual disability can detect them with a cane?
_____	_____	Are there places to sit?
_____	_____	Is your carpeting thin (less than one-half inch) with a tight weave? Is it securely attached?
_____	_____	Is your selling space free of raised platforms?
_____	_____	Is your cashwrap free of raised platforms?
_____	_____	Do you have at least one cashwrap that is accessible (36-inches high maximum, and at least 36-inches long)?
_____	_____	Does your wedding table have a 5' x 5' clear floor space so it is easily accessible by people in a wheelchair or walker? Does it have 30-inch clearance between the floor and the lowest obstruction?
_____	_____	Are all thresholds inside your store flat or beveled if over one-fourth inch high?
_____	_____	Where merchandise is available to customers, is a wide selection displayed and available at a height of no more than 48 inches?
_____	_____	Are levers, switches, and hardware less than 48-inches high? Are they operable with one closed fist?
_____	_____	Are level changes between one-fourth inch and one-half inch in height beveled (including floor mats)?
_____	_____	Is any level change greater than 1/2 ramped or provided with a lift?
_____	_____	If you have more than one level, are there ramps, lifts or elevators to all levels?
_____	_____	If there is no ramp, lift or passenger elevator, is there a service elevator that could be modified?
_____	_____	Do stair treads have nonslip surfaces?
_____	_____	Do stairs have continuous rails on both sides?
_____	_____	Are the handrails 34 inches above the stair nosings?
_____	_____	Are there handrail extensions at least one inch beyond the top riser and one foot plus the tread width beyond the bottom stair?

Egress, Exit and Access

Table 2

Emergency	Yes	Needs Work	
	_____	_____	Is there an evacuation plan which takes into consideration the needs of people with disabilities?
	_____	_____	If you are required by the building code to have more than one means of egress, are the same number of exit routes available to people with disabilities?
	_____	_____	Do all alarms have both flashing lights and audible signals?
	_____	_____	Is there proper lighting in egress pathways such as stairs, corridors, and exits? Are emergency exit features checked and maintained on a regular basis?

become a stockroom or office area that does not need to be accessible to the public.

■ **Raised Areas:** In areas where it is possible you may want to remove the barrier. You should consider removing platforms that are located in the selling area and those that are part of the cashwrap area.

Build a ramp that meets the ADA guidelines of 1:20 or 1:12 slope. Existing ramps may need to be modified to meet the guidelines. In situations where a permanent ramp will not fit into the overall store scheme, you may want to build a simple portable wood or metal ramp that can be stored in the stockroom. Your sales people can retrieve the ramp when it is needed.

■ **Offer Assistance:** The basis of all customer service is assistance. Work with your sales staff to implement a comprehensive program of customer assistance for all customers. Your sales people can offer assistance to retrieve merchandise off of the platform area. Assistance should be offered to bring the merchandise to the customer, rather than trying to lift a customer onto a platform.

■ **Cashwrap Area:** Adapt your existing Units: You may want to consider adding a hinged collapsible surface to your existing unit. You may want to locate the shelf on one end of your cashwrap so that your customer will be out of the main traffic path. In addition, this may be more comfortable because the customer can pull a wheelchair, or your sales associate can pull a chair straight up to the ledge.

■ **Freestanding Table:** If you have a table located near your cashwrap area you may consider using it as needed to conduct transactions. You will need to verify that the table meets the ADA criteria of 29-inches minimum clear height and 34-inches maximum tabletop height.

■ **Clipboard:** Providing a clipboard as needed is a temporary alternative to simplify the transaction process.

■ **Tables:** Tables can provide a number of functions for you. They provide display points, resting points for someone who does not have a lot of stamina and transaction points if your cashwrap area is awkward for your consumer. The current-in-line wedding table does not meet the ADA criteria. There are several modifications you can make to it that brings it into compliance. To conform with these proportions you could do any of the following: 1) Remount (raise) a wall-hung table to an acceptable height. 2) Develop leg extensions to raise the table. Remove the table apron (the horizontal support under the tabletop) to obtain the acceptable proportion. 3) Relocate to a more accessible area where someone on crutches or in a wheelchair can easily move around and sit at the table. Also, you may need to reconfigure your merchandise to improve maneuverability. You may also have to provide an additional table or replace tables that you do have.

■ **Emergency Systems:** Staff awareness is a key element to evacuation systems. You should establish guidelines for your sales associates, should an emergency situation arise. You should also consider installing flashing signs and a buzzer to alert customers of an emergency situation. You will find that many building authorities are requiring that these systems be implemented.

■ **General Customer Service:** Great merchandise and great customer service are the basis of our business. You may want to develop additional avenues of customer service. You may want to start by refreshing your staff on the basis of customer service, a key element of any retailer's success. You may then want to develop additional programs that enhance customer service. Some areas to consider include after-hours service, curbside service, home delivery or a catalog. We found while doing our survey that some of these services are already being provided by our retailers. Hallmark retailers have benefited by additional sales as a result of enhanced customer service.

▼
Enhance customer service. Some areas to consider include after-hours service, curbside service, home delivery or a catalog.



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Buyer's guide update

▼ **Best Western International Inc.**

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(602) 957-5612
Contact: H. Gerald Bulifant

Best Western International is the largest lodging organization in the world with more than 3,300 hotels, motor inns and resorts in 39 countries. All Best Western properties are independently owned and operated.

▼ **Blue and Gold Fleet**

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(415) 705-5458
(415) 705-5444 Schedules
Contact: Nicole Nanc

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▼ **Caesars Pocono Resorts**

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(800) 327-3992
(717) 226-4506
Contact: Frances Kingsley

Caesars Pocono Resorts
(Cove Haven, Paradise

Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all inclusive packages for primarily the couples market. Employee discounts are available through the Getaway Club; call (800) 327-3992 for more information.

▼ **Dayspring Greeting Cards**

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72761-9987
(800) 944-8000
Contact: Russell Odell

Receive a 50 percent discount on all stationery products including Christmas boxed cards, everyday boxed cards, packaged note cards, calendars, a full line of greeting and seasonal cards. Call (800) 944-8000 and ask for the special market department.

▼ **Doral Hotels & Resorts**

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Berlin, MD 21811
(410) 641-1699
Contact: Ellen Trader

Doral Hotels and Resorts are full-service hotels and resorts offering discounts from 10-30 percent to NESRA members. Locations include New York City, Miami, and the Pocono Mountains, PA. Not valid

with other promotions and subject to availability.

▼ **Embassy Suites Hotel/Disneyland-Buena Park**

7762 Beach Blvd.
Buena Park, CA 90620
(800)-EMBASSY
(714) 739-5600
Contact: Carl Prince

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(407) 352-1400
Contact: Nancy Antaya-Kemp

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Contact: Dona Cahaan

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Contact: Sandra Kratzer

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(602) 968-3999
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Contact: Billy Wages

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(305) 782-5300
Contact: Ted J. Caparelli

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Contact: Alice Clarke Roe

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Contact: Rolie Ayers

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need be. Always be ready and able to move with change rather than against it.

■ **Take Risks...Not Chances:** Taking risks involves planning, chances do not. Know your limitations.


■ **Don't Be Afraid to Fail:** Fear of failure keeps most of us from moving forward. Somewhere along the way in discussing or implementing your vision something may happen that could cause you to give up. It may be a critical expression from your boss or employees. When this happens remember the words of Kreigel (p. 209): "Failure is success in the making."

■ **Change the Rules:** Don't be afraid of changing the way you do things. Introduce new methods, ideas, and strategies to bring about your vision.

■ **Give yourself a deadline:** We're all familiar with the fact that deadlines put us under self-imposed pressure and force us to get things done.

I started Part One of this article by talking about how the world we live in today is one that is unpredictable, and rapidly changing. The compa-

nies we are working for are also going through many changes. I believe now more than ever we need to create a clear vision for our ES&R programs in order to meet the challenges that are ahead. I believe Nanus (p.186) stated it best: "There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, and achievable vision of the future..."

We've looked at how we can develop and establish the right vision for our ES&R programs. Create a vision which can result in future success for you and your ES&R program. 

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Bob Pindroh, CESRA, is a past president of NESRA and currently serves as NESRA employee store development advisor.

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What Is The Right Vision For Your Organization?

by Bob Pindroh, CESRA



▼
Last month in
this column
you were
asked "What
Is Your
Vision?" This
month learn
how to make
your vision a
reality.

In order to be effective in implementing your vision you must ensure that you have the right vision from all the possibilities available. There are many right directions in which to go; what matters is where you place your focus.

ES&R programs are multidimensional. They involve fitness programs, athletics, special events, hobby clubs, child and eldercare, food service, blood banks, bond drives, employee stores and more. Determining the right vision requires you to ask and answer the following:

1. What is our real purpose? What value do we provide to the company? What do we need to do to succeed?
2. How do we operate? What is the company culture we operate within? What are our strengths and weaknesses?
3. Does my company have a clearly stated vision? If not, what direction is it moving in? Downsizing, divesting itself of "non-core" businesses, expanding?
4. Do I have the people in my organization to make my vision a reality? Will or do they agree with my vision?
5. Will the resources I have available to me support my vision?
6. Have I considered the needs of the participants?
7. What are the constraints of your vision?
8. What must the vision accomplish? How will I know when it's been achieved? Are there critical issues it must address?

Nanus (pp. 120-121) stated that sometimes the right vision seems obvious; however, it is worth checking against the criteria of a good vision, which are:

1. Is it future orientated?
2. Will it lead to a better future for your ES&R program?
3. Is it appropriate for the organization?
4. Does it set standards of excellence?
5. Does it give purpose and direction?
6. Is it ambitious, unique, and inspiring?

Think of yourself as the master builder of your ES&R program. What do you need to do to make your vision happen?

Making Your Vision Happen

■ **Be Passionate:** In this author's opinion there is no substitute for passion when making your vision happen. That is an intense love and desire for it to happen.

As Abraham Lincoln once said, "Always bear in mind that your own resolution to success is more important than any other one thing."

Sheila Graham added: "You can have anything you want if you want it desperately enough. You must want it with an inner exuberance that erupts through the skin and joins the energy that created the world."

■ **Map Out A Plan:** Knowing where you want to go is one thing, how to get there is another. Think strategically. Are you going to pursue the vision alone, or in alliance with others? What do you intend to accomplish and when? What resources are you willing to commit to accomplishing your vision? Don't forget the human ones. Finally, don't forget to consider the decision-making process within your department and company.

■ **Play to Win...Not to Lose:** Be proactive. Present your vision in such a way that people will want to participate freely to make it happen. Always maintain a positive attitude about accomplishing your vision; ignore the nay-sayers who will liberally tell you, "It can't be done."

■ **Go Easy:** Don't be in a rush to fulfill your vision. Making your vision happen will take time. To accomplish it is like eating the proverbial elephant... "one bite at a time." Another way of looking at it is remember... "speed kills."

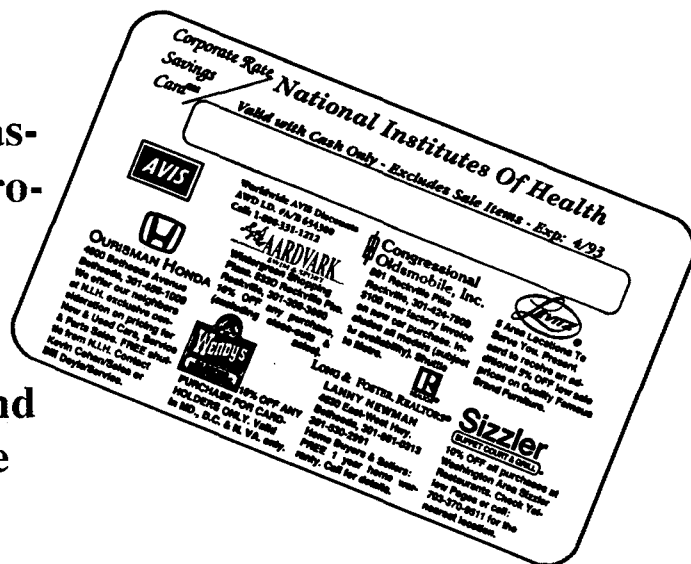
■ **Be Flexible:** Expect the unexpected. As many of us have experienced, in our companies anything can change in a moment's notice. Be ready to change or even abandon your plan if

Continued on page 43

March 1993

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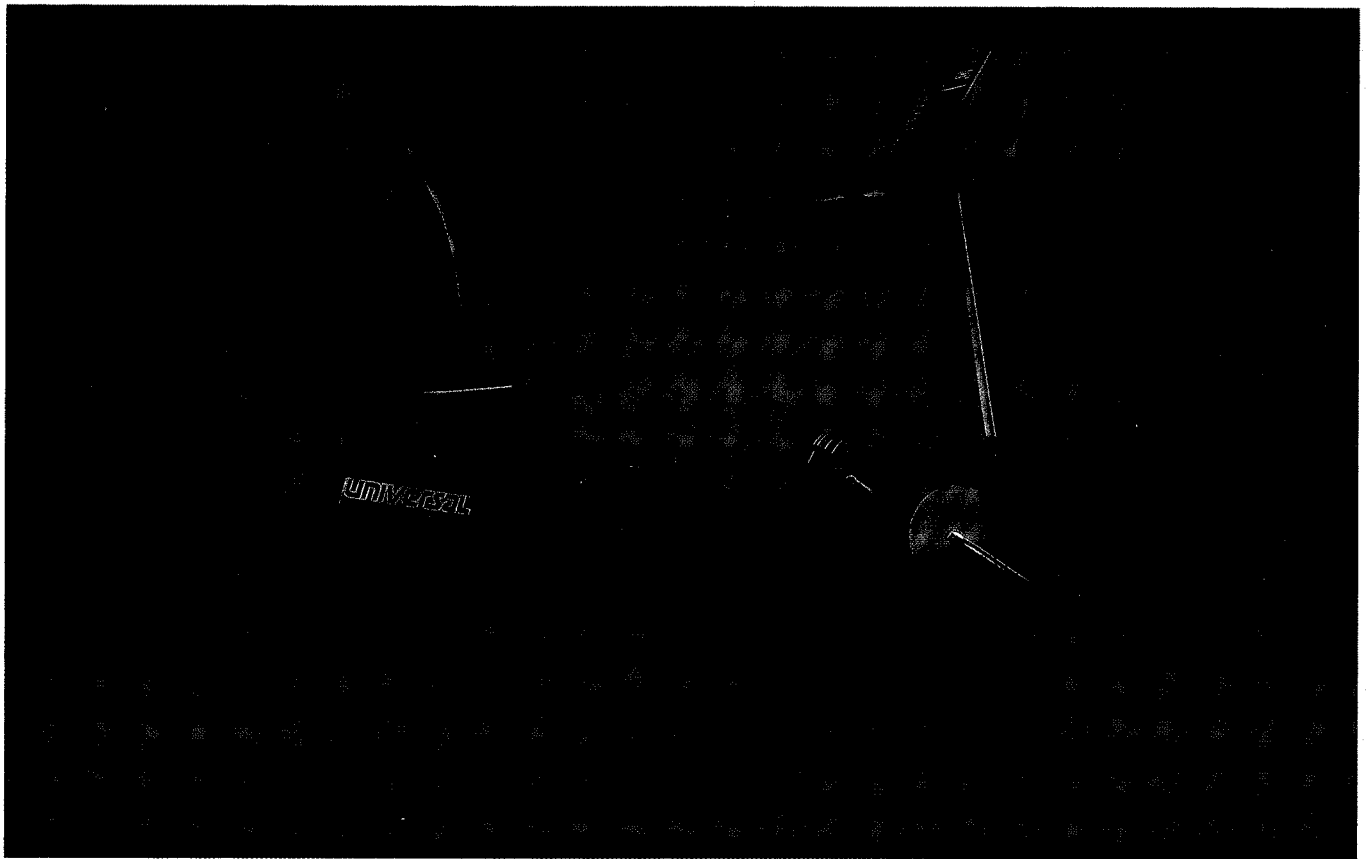
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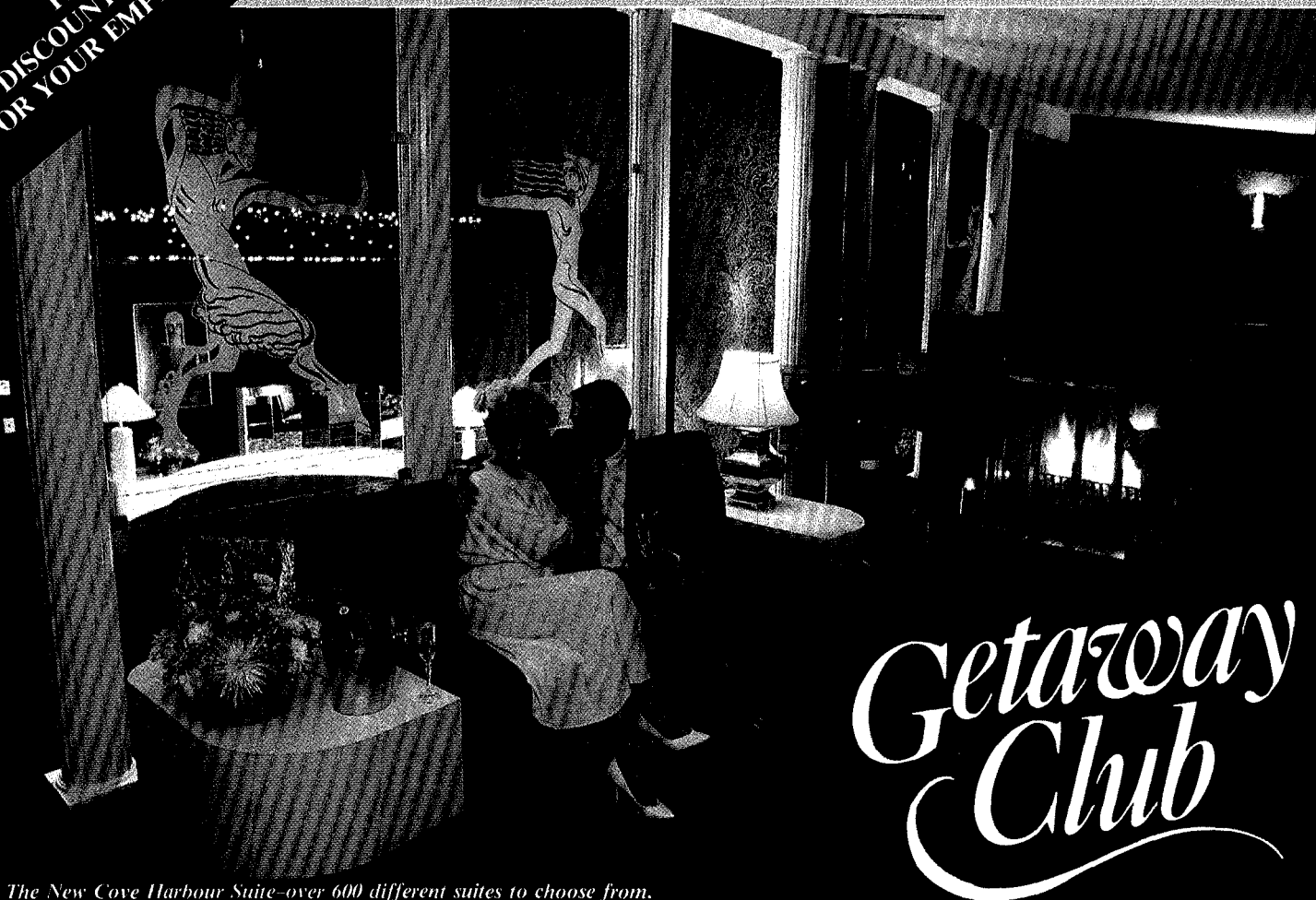
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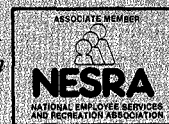
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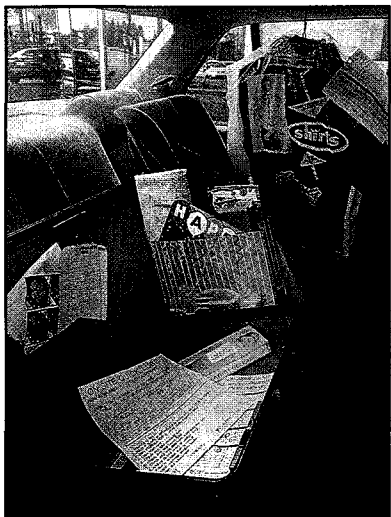
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April 1993



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...And the Work Skill of the Year Is...Resourcefulness

by Cynthia M. Helson, Editor



▼
**Utilizing your
NESRA mem-
bership will
make your job
easier.**

If there's one skill employers would name as "the skill of the year," I think it would be resourcefulness. Employees at every level are expected to demonstrate the skill of doing more with less.

This is especially true of employee services and recreation managers. Yet, the need for employee services and recreation programs is compounding as employees spend more time working and less time at home, as they struggle with balancing work and family and as their spirits are in desperate need of being lifted.

Employees need short mental escapes from their hectic day—be it a lunchtime seminar, a quick stop in the employee store or workout in the fitness center.

NESRA recognizes this and it recognizes your need for quick information on easy-to-manage programs. If there's a theme throughout NESRA it's resourcefulness. This issue of ESM is a prime example. It's showing you that doing little things mean a lot. On a number of occasions, it's telling you how NESRA members use their peers as sources. It's providing you with several cost-effective methods to serve employees. This issue is full of ideas to enhance your programs.

Read "Employees Appreciate Extended Services" (page 6) to find out how you can make the most of your employee store to provide special services such as shoe repair, dry cleaning and other offerings inexpensively.

The article "Is Home Coming to Work or Work Coming Home?" (page 10) discusses how employers are trying to make the most of a shrinking labor pool. It is the second part of a two-part article. The first part, printed in the March issue addressed how telecommuting is gaining popularity, its attraction, its affect on employee productivity and its impact on ES&R. The second part offers several helpful tips on how ES&R managers can help employees bring aspects of their home life to work with them so they can be less stressed and more productive.

This does not always mean building a high-priced on-site child care/elder care center but it can mean offering such low-cost programs as referral services, discount programs, and general customer service.


The "Elder Care" article—an interview with Joy Loverde, author of *The Elder Care Planner: For Caregivers of Aging Parents and Other Family Members*, explains how elder care can be addressed with simple flexibility, resource information and other low-cost practices.

You'll also find good ideas for programming in the article, "Take A Peek at a NESRA Member Program" where CoreState Employee's Club is highlighted.

Every issue offers you an array of exciting programming ideas, many of which do not require a large budget or a lot of time.

Bringing resources to you is what NESRA has always been about. NESRA's purpose is to make your job easier. Through our newsletters, publications and conferences we bring the latest information on employee services to your fingertips so you won't have to do the research. By using NESRA's *Peer Network Directory* inside your new *Membership Directory*, you can call members with expertise in specific areas such as health fairs, budgets and company picnics to get a fresh perspective and ideas for your own program.

You can also call NESRA Headquarters to request information on a variety of topics from employee travel programs to generating revenue.

Using your NESRA membership to its fullest extent will help you plan, organize and implement fresh, exciting programs with as little leg work as possible. It will help you master the skill of the year...resourcefulness. 

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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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IN BRIEF

▼ **Two Wheel Tours**

The two largest national cycling organizations, the League of American Wheelmen and Bikecentennial, report substantial growth in membership, reports *Adventure Road* magazine. Most large cities and many small towns also have local clubs devoted to recreational cycling.

Fun and comfort are now a prerequisite for cycling. Adult bicycles are built for comfort as well as speed. That means cushy seats, redesigned handlebars that eliminate lower back strain and smooth gearing that allows even minimally conditioned riders to handle hills.

The bicycle tour has become something to enjoy rather than just endure. Cyclists have discovered the idle delights of taking it slow and escaping from the hubbub of daily routines. Now over 200 companies offer organized bicycle tours that range from weekend outings in the forest to week-long adventures.

A few operators emphasize a great outdoors experience of cooking over an open fire and sleeping under the stars. Others emphasize slipping into fresh sheets at a country inn or bed and breakfast and dressing for dinner.

The tour operators take care of logistics to minimize hassles. They truck the group's personal luggage, offer roadside snacks, assist with equipment problems and provide a lift to the next destination for weary cyclists.

▼ **Healthy Veins**

Healthy veins carry blood smoothly from all over the body to the heart—even uphill, from the legs, says *Nation's Business*. When any of the valves that prevent blood from flowing downhill is damaged and springs a leak, blood flows backward, gets trapped, and pools in the vein. The vein's walls balloon from the pressure and a varicose vein is formed.

Varicose veins can be dangerous. Dull, aching, or burning pain; night cramps; itching or rashes are signals to see a doctor. If left untreated, phlebitis or inflammation of the vein wall can damage the valve, eventually leading to ulceration in the ankle.

To help prevent varicose veins:

- Don't stand or sit for long periods. If you are on your feet all day, take breaks with your feet elevated.
- Exercise. Walking is best;

each step you take pumps blood toward your heart.

■ Toss out tight clothes. They constrict blood flow.

■ Cross your legs at the ankles, not the knees.

■ Eat a high-fiber diet. Fiber helps ease the strain on your bowels, which in turn relieves pressure on the veins.

■ At home, put your feet up when sitting, and sleep with your feet raised on a pillow.

▼ **Managing Leisure**

The Just-in-Time (JIT) concept is a management technique initiated by Japanese manufacturers to improve operational efficiency. JIT programming streamlines the processes in producing leisure programs through minimizing the steps and resources needed, says *P&R Magazine*.

JIT programming is an explicit plan which requires mental input, but minimal input of fiscal or physical resources. JIT is a process which utilizes experts/professionals. Those involved must know precisely what to do, yet maximize flexibility. This means having more generalists on the staff with a few specialists. It requires management with expertise and well-trained personnel.

The programming involves

discipline. The discipline comes in the attention to detail and follow-through on every task. JIT means investing human and fiscal energy at the point of implementation. It also means being fluid and flexible in order to solve real program problems.

JIT programming resolves problems that would otherwise block the delivery of service and the desired program outcomes. Because of the short timeframes involved in implementation, users discover potential barriers immediately. Problems become more explicit and the necessity for confrontation of issues is more clear.

▼ **Female Managers**

The *Personnel News* magazine took a survey of 25 male senior vice presidents of personnel who have female managers and/or directors working for them and asked these male executives how they viewed the performance of the females. This was in response to an article written by consultant Charlotte Taylor who said that female leaders differ from their male counterparts in participation, sensitivity, and hands-on and shared power.

Personnel News survey results:

- All of the male vice presidents felt that their female managers/directors were among the best employees they had ever had.
- The majority of the VPs stated that their female managers/directors expressed more loyalty toward the company and to the boss.
- Time and again, two patterns of behavior were mentioned. These were the female managers/directors' ability to follow up on details, and their ability to ask questions.

Each of the VPs mentioned they did not really see any difference in management style between women and men.

▼ **Employee Service Kiosk**

Human resources representatives at Harris Corporation, spent 50 percent of their time answering the same questions, reports *The Review*. The company decided to install HEIDI a multi-media client/server system which allows employees to access their own benefit information through touch, sound, animation, graphics and text.

Employees interact with HEIDI to view their specific benefit and payroll information; ask pre-defined questions concerning retirement, medical/dental, life insurance, and disability; and simulate various changes to W-4 and 401(k) to determine the impact on their net pay.

Employees can also simulate a 401(k) loan, changing the loan amount and/or re-

payment period. A loan application is displayed on the screen and can be printed and attached to the loan package for approval. The company's managed healthcare system is always adding new doctors, hospitals, and pharmacies. Employees are able to look up doctors by specialty and view updated lists of all providers.

Home address, building, phone, and in-plant mailstop can also be verified.

▼ **Thoughts Affect Heart**

Mental stress can significantly alter the way the heart pumps and fills with blood, according to the American Heart Association's 65th Scientific Sessions, reports *USA Today*.

During studies, subjects listened to taped instructions for math problems and were prodded to hurry as they solved them. Sound waves detected changes in the heart's pumping chambers.

In a person with heart disease, mental stress could deprive the heart of oxygen-rich blood and damage the muscle.

▼ **Work Teams in Service**

White-collar organizations are beginning to take advantage of self-directed work teams, a concept that until recently had been used by manufacturing companies, reports *Human Resource Executive*.

Experts consider the teams to be just as applicable in service organizations as in manufacturing because in both, the customer, internal and external, is the driving force.

Forming self-directed work teams requires groundwork. First, prepare employees thoroughly through focus groups and awareness training. Be sure management is committed to the transition or the efforts will stall.

Identify where teams would work best in the organization because they aren't applicable to every area. Identify the work processes the teams will perform. Set parameters for employees and provide appropriate training.

Training should address technical job skills since teams are meant to be cross-functional as well as continuous. It should stress improving techniques and problem-solving skills. It also should address group development, leadership, group dynamics, administrative duties, and supervisory skills.

▼ **Work Humor**

In a recent study, people who express humor at work had higher mental health, job satisfaction, and job involvement. They were also less likely to want to quit, according to *HRMagazine*. Similar results were found for people who laughed more at work and people who regarded their jobs as a puzzle or sport. People who laughed more and who expressed humor toward others were also more likely to have jobs

that offered challenge, autonomy, skill variety, feedback and a greater sense of completion.

▼ **Single Person Households**

Older women and younger men dominate the diverse world of people who live alone. But the demographics of singles in the 1990s will change, according to *American Demographics* magazine.

Middle-aged women are the fastest-growing group of single-person households. The number of women aged 35 to 54 who live alone should increase from 2.6 million in 1990 to 3.4 million in 2000. Much of this increase is due to the aging of divorced and never-married baby boomers.

Two-thirds of the women who live alone are aged 55 and older. Most are widows, but the proportion of divorced women in this group will rise during the 1990s.

The number of young women who live alone should decline slightly in the 1990s.

The middle-aged are also the fastest-growing segment of men living alone. The number of divorced, widowed, and never-married men aged 35 to 54 who live alone should grow by 27 percent, to 3.8 million in this decade, compared with an 11 percent increase among all men living alone.

Older men living alone should grow by 12 percent, to 3.2 million, while those younger than 35 are expected to shrink by 8 percent.



Employees **Extended**

General Mills offers its headquarter's employees the convenience of extended employee-store services.

Learn from 'The Company of Champions' how you can do the same.

It's late in the afternoon, and many of the 1,800 headquarter's employees of General Mills are headed briskly toward their cars.

A few are carrying gifts purchased from and wrapped at the company store, Things in General. Many have noon-hour purchases of General Mills products—Big G cereals, Betty Crocker desserts and snacks, Yoplait yogurt and Gold Medal flour. Others are holding freshly laundered shirts—and several carry videos.

General Mills, which calls itself 'The Company of Champions,' opened Things in General six years ago to offer employees a standard array of employee-store merchandise: Candy bars and other snacks, greeting cards, stamps and small gifts.

In recent years, as the store's annual sales have reached nearly \$1 million, the store's product offerings have become more diverse; they now include small appliances, holiday decorations and a few items of clothing. Meanwhile, Things in General also began to make available such employee services as dry cleaning, gift-wrapping and shoe repair. A company-run auto service center,

barber shop and fitness center also are available to employees, although they aren't directly connected with store operations.

If you are thinking about expanding the services offered by your company store, and perhaps wonder how much demand there will be for a particular service or how much of an investment you'll have to make, read this article which provides insight from General Mills.

Laundry and Dry Cleaning

The services in greatest demand at the General Mills employee store are laundry and dry cleaning—services that were introduced through a contract vendor and with very little investment by the company. Things in General manager Lois Economon notes that laundry and dry cleaning customers are most interested in high-quality cleaning, next-day service and responsiveness to complaints. "Naturally, those attributes became our top concerns when we selected a vendor," she says.

The dry cleaning and laundry service requires a

Appreciate Services



full-time employee to process incoming orders, maintain sales records and prepare items of clothing for bagging. Rates are about the same as at other high-quality cleaners in the Minneapolis area, and Things in General collects 25 percent of the vendor's gross.

Although the store doesn't accept coupons for dry cleaning and laundry, it does offer some 10 and 15 percent off specials during the year—and a great deal of employee convenience. Except for a few special-care items, clothing is picked up by the vendor in the afternoon and returned the next workday.

As the dry-cleaning and laundry service became increasingly popular, the store space allotted to it became less and less adequate. Last summer, after racks of freshly cleaned clothing had begun to fill the store's aisles, Things in General expand-

ed into space adjacent to the original store location, where a \$5,000, 16-foot clothing conveyer was installed to speed customer service.

Food Products

Because the additional space was larger than the cleaning service needed, grocery shelves were added—and stocked floor to ceiling with General Mills products, including rotating varieties of cereals, a wide range of Betty Crocker mixes and Helper products and such childrens' favorites as Fruit-by-the-Foot, Squeezit and Dunkaroos. The store also carries two staples not produced by the company: Milk and bread. "It saves a lot of employees the need to stop on the way home," says Economon.

With expansion has come automation. Universal Product Code (UPC) scanners have speeded transaction times, and future improvement will be a computerized inventory system.

The addition of General Mills foods to the product mix of the store has store management once again in search of new space. "We're always fighting a storage battle," sighs Joe Davis, General Mills' director of special services. "In a way, though, that's good, because it keeps us conserving our shelf space and rotating products often. Our products are seldom more than two weeks old."

Video Rentals

Another popular service of the store is home-video rentals, which also was started with a minimal investment. A contract vendor visits the store every week to deliver newer releases and remove movie tapes that aren't renting well.

The vendor, the operator of local video rental outlets, supplies bags and rental slips and sets rental fees: \$1 per day for any movie during the work week; on weekends, new releases are \$3,

older titles are \$2 and most videos for children are \$1. The vendor pays the store 25 percent of gross rental receipts and the store also agrees to sell movies from the vendor's stock without



▼
**More than
 300 movies
 are available
 for employees
 to choose
 from at
 Things in
 General.**

charging a commission. At present, 300 movies comprise the Things in General inventory—130 new releases, 140 older titles and 30 movies for children.

The service is clearly a time-saver for many employees; to be able to rent movies for the night or weekend without leaving work is widely appreciated. Moreover, videotape rentals and returns can be handled by the clerk at one of the store registers even during the periods of greatest rental activity, on Monday mornings and Friday afternoons.

Lost movies and late returns are recurring nuisances, and it's no fun for store personnel to have to ask a company employee to pay the purchase price of a missing movie. When renters simply forget to return tapes, however, they appreciate getting a reminder call from the store before late fees accumulate.

Photo Developing

The photo-developing service at Things in General also is appreciated by employees, who get next-day service for the price of \$6 for a 24-exposure roll of film. In exchange for a percentage of sales, a vendor furnishes all needed supplies, so the store didn't have to make any capital investment to offer the service. A number of photo-processing specials are offered during the year, including free double prints, an offer of a free 5 by 7-inch print with each developed roll; during the holiday season, photo greeting cards are available.

Paperwork is kept to a minimum: Customers fill out their own envelopes, and a clerk simply records and files orders.

Shoe Repair

Not many companies offer a shoe-repair service to employees, but General Mills has two. One operates through Things in General, and the other has a shine and repair business elsewhere in the building. The vendor working through Things in General offers periodic hallway sales of name-brand athletic shoes.

Gift Wrapping

Gift-wrapping is the latest employee service to have been introduced to General Mills through Things in General. At present, the service seems to be used mainly for employment anniversary, retirement and birthday gifts given to employees by other employees. Economon notes that the service frees departments from the need to keep on hand a supply of wrapping papers and ribbon.

Although a range of gift items are sold at Things in General, a gift purchased anywhere can be wrapped at the store for a modest fee based on the size of the package. When it's appropriate to do so, gift-wrapping can be charged directly to a department's budget.

Automotive Service

Employees do like to have their car's oil changed during working hours—and to have minor repair work done. The General Mills Automotive Service Center is located perhaps 200 yards from the headquarters building, on the far end of the General Mills parking lot. It offers service and maintenance, from shock-absorber replacement to air-conditioning repair, for most imported and domestic cars, trucks and vans; it also sells Mobil gasoline, features a drive-through car wash, carries name-brand tires and other parts, offers rental cars and operates an airport transportation service.

When an employee drops off a car for service, a shuttle van is waiting to make a quick trip to the main building, saving the employee a walk. Business hours are 7:30 a.m. through 5:30 p.m. Monday through Friday. A canopy was recently installed above the gas pumps, which increased self-service gas sales considerably.

Hair Care

A General Mills barber shop, located just down the hall from Things in General, has been part of the General Mills headquarters building since 1958, when the building was constructed. The operator, who leases space from the company, runs a full-service salon that offers locally competitive prices on permanents, hair coloring, styling, regular cuts and hair-care products. Manicures and artificial nails are not available because of concerns about chemicals used in nail-maintenance.

The barber shop is open from 7:40 a.m. to 5 p.m. Monday through Friday. Because many employees will get hair care during working hours only in "emergencies," long waits for appointments are seldom a problem.



special programs that have included free mammograms, eye exams and blood-pressure tests.

■ The Employee Club offers employees and retirees discount tickets to sporting events, theatrical events, concerts and special shows. It also promotes discount travel packages and plans one-day excursions.

■ The company's two-year-old fitness center offers physically active employees—and their spouses—the use of high quality exercise equipment and classes in aerobics, martial arts and weight management.

Conclusion

"The whole employee services area says something about how the company feels about its employees," explains Joe Davis. "We provide those things for employees to make this a better place to work."

Employee responses to annual surveys are proof that employees appreciate these services. "The store is a wonderful convenience," one employee commented on a survey form. Another wrote: "It's wonderful that you offer this to employees: It shows that you care."

Commendations have also come from outside the company. In January, General Mills was featured in a new book, *The 100 Best Companies to Work For in America*. In February, the company was named the most-admired major food company in America—and one of the 20 most-admired companies in all of U.S. industry—by *Fortune* magazine.

All for its employee services? Of course not. But employee services is one area in which "The Company of Champions" lives up to its image—by treating its employees like champions.



▼
**At the Barber
Shop, perms
and hair
products are
offered.**

Additional Services

No, those aren't all of the services available to General Mills employees. For example:

■ The company's on-premise, full-service Gold Medal Credit Union, open from 9 a.m. to 4 p.m., meets all types of employee banking needs; in addition to offering savings and share-draft checking accounts, the credit union makes below-market personal and auto loans and offers instant access to cash and direct payroll-deposit privileges.

■ The Medical Department not only meets regular medical needs of employees but offers

Is Work Coming Home or *is Home Coming to Work?*

By Cynthia M. Helson, editor

The number of telecommuters is increasing as technology allows us to communicate from any place to anyone. But the number of on-site child care centers and the number of work and family programs are also on the rise.

What is the ultimate goal? Is it for employees to work out of their homes or is it for employees to bring as much of their home life to their workplace? How corporations answer this will have a great impact on employee services and recreation managers.

This is the second part to a two-part article. The first part documented the increase in telecommuting, its attraction to employees, its affect on employee productivity and its impact on ES&R.

This part is dedicated to examining today's phenomenon of employers encouraging employees to bring some of their home concerns and home duties with them to work.

It's important to note that while we are talking about work/family issues this is not all we're talking about. We're talking about necessities of daily living.

Why Employers Encourage This

The first part of this article examined the T.V. cartoon, "The Jetsons." After comparing its "traditional" family, single breadwinner household and George Jetson's employer, Spacely Sprockets whose only competitor was Cogswell Cogs, to today's two breadwinner households, nontraditional families and world competition, I concluded in some ways, we've surpassed the Jetsons. In today's world most companies are not competing with a sole competitor but instead with a world full of competition.

To stay abreast of the competition, employers need to attract the most qualified employees. *Fortune* magazine published its list of "America's Most Admired Corporations" in its February 8, 1993 issue. Among its eight key attributes of reputation "Quality of Management" and "Ability to Attract, Develop and Keep Talented People" were used as criteria. Attracting the best qualified employees creates a desired snowball effect. Once you get the best, you tend to attract more of the best of the younger workforce who want to work with the best.

Companies with honorable reputations also were rated high as far as financial soundness, quality of products or services and use of corporate assets. Sometimes, though, how an employer treated its employees surpassed the company's financial portfolio to positively affect a company's reputation rankings.

"Most admired companies treat their employees exceptionally well, which is a factor in and a

result of their success," writes the author in the article.

To attract a qualified workforce, to become more productive, to make more money are reasons many companies will allow employees to either work out of their homes or bring their home life to work with them.

However, there are other companies that offer extensive programs for other reasons.

For example, S.C. Johnson & Son, Inc. in Racine, Wisconsin offers a child care center, aquatic center, employee park and a long list of programs simply because "It's the right thing to do," says Jim Malone as he appears in the video, "NESRA: Now More Than Ever."

Another example is Fel Pro, Inc., family-owned maker of car parts. Scott Mies, Fel-Pro Day Care director, says, "Treating employees like family has been tradition since day one. 'Truthfully, we've been doing it for 75 years. We realize there is a relationship between employees' home and work life. Home life always affects employees while they're at work. Rather than deny this fact, we address these issues.'"

According to Jack Poll, manager of the recreation center at S.A.S. Institute in Cary, North Carolina, "We provide these programs because our president and owner believes S.A.S. employees deserve the best."

Companies are dealing with changing values among societies. The August 1992 issue of *Human Resource Executive* reported, "In a survey of 578 companies, 46 percent said employees were less willing to compromise family and leisure time for career advancement than they were five years ago. The study revealed that only 28 percent of employees would accept a job transfer if it eroded family time." This attitude is even more prevalent with employees in their 20s who



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Americans
now value
leisure time
as highly as
they value
money—in the
90s quality
time will be-
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are more inclined to turn down promotions or to quickly acquire clout than give it up for leisure, reports the August 27, 1990 issue of *Fortune* magazine. The attitude of these baby busters is "other interests: Leisure, family, lifestyle, the pursuit of experience are as important as work," reports the article entitled "What 25 Year-Olds Want."

A November 1991 *American Demographics* article states, "Americans now value leisure time as highly as they value money—in the 90s quality time will become a status symbol and a luxury item. With this knowledge it appears rewards of flexible hours, job sharing and longer vacations will be more effective than big raises." There's also the economy which has found more women enter the workforce because a dual-breadwinner family is a necessity for survival. Also consider the increase in single parent families and their need to work and lead a sane home life.

All of these components are requiring employers to be more flexible regarding work and home life.

Look around at your company. How many times do employees cross the line separating their work life from home life?

Work and Play Go Hand in Hand

First, employees have been looking to their employer for social opportunities. Employee services and recreation managers have been providing athletic teams, special events and discounts to employees for over 50 years. Lately, employees have been asking that these opportunities be extended to their families.

Upon approval from management, ES&R managers have astoundingly responded to this need.

ES&R managers are finding themselves including more of employees' family members in head counts for picnics, open houses, trips and other special events. Alex Reyes, vice president and manager, employee programs for Bank of America Corporation in San Francisco, California says, "Lately I've seen a move to family values, but we were ready for it. In 1990 *The Wall Street Journal* interviewed me and asked me what my employee club was doing. I said we're getting ready to return to the old picnic and to family programs after the 'me' decades of the 70s and 80s."

Recently Bank of America merged its 5,700 employees with Security Pacific's 4,700 employees. Last May 6th was the company's Founder's Day picnic celebration. Thirty chapters of its

employee club had a picnic on the same weekend. Employees pay to attend this high-quality family event offering an active day. According to Reyes, in the San Bernadino area where he expected to get from 200 to 300 participants, he had 1,700 participate and in Orange County where he expected 300-400 to come, 1,700 attended.

Bill Erkes, CESRA, manager of employee activities, Fluor Daniel Construction, Greenville, South Carolina, says his recreation events are more family oriented. He's had to schedule events further in advance and distribute calendars. The more time he gives employees to coordinate their family members' schedules, the more participation he has. He says the majority of his programs are for employees and their spouses/significant others. Outdoor challenge activities such as white water rafting are popular. He has also found a key to attracting the family is to provide as much transportation as possible—buses or company vans.

Pud Belek, CESRA of M.D. Anderson Cancer Center, Houston, Texas, comments his athletic teams have been expanded to include opportunities for families to play. Their rule is that at least half of the roster and half of the players must consist of the company's employees. This way, employees can play with their families and single employees can play with their friends. He also has a mother-daughter softball event and a father-son softball event.

Activities are not all ES&R managers have extended to the family. They've broadened their discount programs to include offers which will appeal to all family members.

Discount programs are helping employees bring a benefit of their jobs home. Beverly Weager of Bechtel Employee Club in San Francisco, California says, "When they come into my office to get discount information for their vacation, I see a struggle in employees between work and family. Once they get the discount information, you can see the differences in their faces. Their faces soften. I see a relief in them that they now can balance work and family. They seem to be more relaxed when walking out the door with discount tickets."

Counseling Takes Place At Work

Secondly, companies have realized it is impossible to separate the worker from the individual with home responsibilities and concerns. Denise Marshall, employee store coordinator for SmithKline Beecham in Philadelphia, PA, says "Consciously, we're supposed to differentiate between work and home life. However, given the fact that we don't have an 'on' and 'off' switch, the

two are constantly overlapping." Most employers accept this aspect of human nature as a given. So many provide Employee Assistance Programs for employees to seek council when their home problems distract them from work. Through calling an EAP or by seeking on-site counseling, employees vent their frustrations or find answers to a variety of concerns—stress related or marital problems, substance abuse, emotional disorders and legal/financial matters. This way, employees can clear their minds of their problems and concentrate on their jobs.

Employees Workout at Work

With the recent increase of health care costs, thousands of employers have extended an invitation to employees to practice healthy lifestyles. Employees have brought the concerns of eating, exercise and healthy habits to the workplace. Extensive health programs are available and growth in this area remains a constant. Through seminars employees are taught the basics of nutrition, exercise and healthy lifestyles. Walking programs, aerobic classes and full scale fitness centers have become commonplace.

Remember at one time it was very rare that employers cared about their employees' health because if the employee became too sick to work, there was always another employee to take his/her place.

Today jobs have become much more technical and specialized. Employers recognize each employee represents a certain amount of knowledge and each employee lost to illness also represents more training time, lost production and more costs.

EAPs, recreation programs and wellness programs certainly have served employees and their families and helped them to bridge the gap between work and home life but some of the other programs offered today are quite amazing.

Employees Bring Family to Work

Dependent care is one of the hottest topics in today's workplace. It is recognized as a true employee concern which affects employees' productivity. Many employers are taking it upon themselves to address these needs. Child-care services have seen massive growth in U.S. corporations. According to the Society for Human Resources Management's "1992 Work and Family Survey Report," the percentage of organizations providing child-care services has grown almost threefold

in the past four years. In 1988, 10 percent of respondents said that they provided child-care services, in 1992 the figure rose to 29 percent.

Notice we are talking about child-care services not child-care centers. Child-care services range from providing flexible work hours to referrals of day-care givers, to lunchtime programs on child care to financial support to actual on-site day care centers.

Oftentimes, providing dependent care assistance is as easy as making a phone call to a community organization to request a speaker and providing a room for a lunchtime seminar. Topics from prenatal care to teething to finding after-school programs, can be covered during a series of lunchtime seminars centering around child care. The same is being done for elder care. Lunchtime seminars are providing instruction on topics from living wills to power of attorney to finding in-house caregivers to providing emotional support. Seminars also help employees realize what is in and out of a caregiver's control.

These programs, made available to employees of all shifts are extremely helpful. For example, 12 employees working the graveyard shift at Fel Pro, Inc. show up at 3:45 a.m. to attend a parenting seminar.

Parenting has become a universal concern for both men and women. According to "Work/Family Ideas That Break Boundaries," by Charlene Mormer Solomon, printed in the October 1992 issue of *Personnel Journal*, The Los Angeles Department of Water & Power offers a Fathering Program which includes a father support group. It also offers mothers an unusual benefit: A lactation program for mothers and spouses who return to work and wish to continue breast feeding. Mothers are supplied with breast pumps and a private place to express milk.

If companies are not offering dependent care seminars and on-site day care centers, and even if

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ES&R managers may find themselves organizing special interest groups by geographical areas.



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**Many com-
 panies say
 they need to
 address the
 after-school
 problem in
 addition to
 programs
 during the
 summer.**

they are, they are offering other benefits which say home concerns can be addressed.

For example, Levi Strauss & Co. has a child-care fund in place which helps fund programs in the community. It also offers flextime, plaza hours (later workdays Monday-Thursday, noon dismissal on Friday) and a very flexible family leave program. Meg Franklin, manager, benefit services at Levi Strauss says offering a flexible work and family program "puts the responsibility on employees." She explains, "It tells them they're trusted to do work and it recognizes they have home responsibilities. We empower employees to manage work and family and we give them the tools to do it."

Gloria Wilcox, CESRA, coordinator, employee services, North Memorial Medical Center, Robbinsdale, Minnesota, says her company rents space to a child-care operator and that it also offers referrals of in-home caregivers and those offering night and weekend care. Not only are employees given a list of these caregivers but they are also provided a list of questions to ask each caregiver and a set of suggested criteria each should meet.

Elder care issues are being brought to the workplace in the same manner. It has become evident that employees caring for elderly parents need help. Now elder-care concerns are being met with financial help and with information. Referral packets are cropping up in many companies as are publications on elder care and several other topics which are encompassed in the issue.

Jack Poll, S.A.S. Institute says he offers an elder-care fair in which he invites representatives from support groups such as Parkinson Disease and others to bring information on senior exercising, at-home caregivers, local institutional centers, group insurance offerings and financial planning.

Home is also coming to work quite literally as more employees bring their children and elderly parents to work.

S.C. Johnson and Son, Inc. in Racine, Wisconsin constructed a brand new building providing day care to 210 of its employees' children. In addition to making use of the full scale child-care facility, the children also have the opportunity to use S.C. Johnson's aquatic center for swimming lessons and its dance studio for creative movement classes and ballet.

Fel Pro Company in Skokie, Illinois, was the first company to provide an on-site child-care center. The center has special rooms for each age level, where caregivers provide cookies and milk,

story telling, play time and creative computer usage. It also offers a general room where all the age groups meet to play with building blocks, play games, etc. Outside, the center offers swings, climbing toys and a bicycle track. Fel Pro has gained national recognition in a variety of media as being innovative in child care.

On-site child care centers are also popular in hospitals where the female employee population is high. At North Memorial Medical Center, a family-owned child-care operator rents space from the hospital to provide care for 65 employees' children.

Many companies are not stopping at providing day-to-day child care but are also looking into offering sick child care for children who are mildly ill and emergency care for when at-home caregivers get sick or can't watch an employee's child. Many others say they need to address the after-school problem in addition to programs during the summer. S.C. Johnson & Son, Inc. and 3M, to name a couple, have addressed the summertime problem by providing summer camp for children.

Employees Do Household Chores At Work

There are still more aspects of home life that are weaving themselves into the workplace. Because quality time is the commodity of the 90s, employees are trying to cram as much of their chores into as little time as possible.

The increasing numbers of employee stores among NESRA members alone says employees want to shop at work. They also want to get their film developed there and get their gifts wrapped.

At General Mills' employee store, Things in General, in addition to a long list of services, the store also allows employees to buy bread and milk saving employees a trip to the grocery store. General Mills offers a number of services to help employees do some of their routine errands at work. Employees can pick up dry cleaning, movie videos, and can arrange haircuts and car oil changes. The cafeteria provides take-home meals on Wednesday nights.

More and more of our daily living is done at work. We've spent more hours per week at work than we do at home. Now, we're taking care of home concerns at work. Work is truly part of our lifestyle. Beverly Weager, says "I'm here to facilitate employees' lifestyles so that they won't feel they are spreading themselves too thin." She offers a full scale post office and goes the extra step to provide general customer services. Weager says,

"Employees can make a phone call to us to find out where the best buy for a piece of clothing is or where the recycling center is in their community. The average individual doesn't have the time or support to get answers to these questions." She says she'll go the extra mile to give employees what they need. "If we have to step two more feet farther to provide a service, we take the steps to offer a new service."

Are Employees Moving In?

How many steps are too many? The line once drawn between work and family is hardly the same as it once was. The shrinking labor force and changing values are certainly causing employers to recognize they cannot separate the worker from the individual. Although being responsive to employees' needs is yielding healthier, more productive employees, where does a company draw the line? Alex Reyes says, "There's a line you draw as to how much of this you do. It's not a black one, it's a gray wavy one." He offers one guideline: Every opportunity you offer employees must also be good for the company.

If a company often fills employees' requests for additional services, a company may find itself faced with unusual requests. For example, if employees already depend on their employer for take home meals, elder care, laundry services, how far would they be from asking the company to provide on-site or subsidized housing?

An employer should not put themselves in a position in which they would provide anything to keep employees productive. Scott Mies says, "I don't think it would be productive for the family if the company did anything it could to get employees to work." Mies uses the example of a parent-teacher conference at school. He says overstepping boundaries would be when a company tells an employee s/he couldn't attend the conference, but the company will send a surrogate parent to take notes.


Conclusion

Today both phenomenons are taking place. Work is going home as more employees work out of their home to obtain quality time—on their work projects and with their families. Although telecommuting programs are still in the informal stages, employee services and recreation managers should keep a watchful eye on the number of employees working from their home. These employees will need more social opportunities as they deny themselves daily socialization. They will need

to know about ES&R programs. New promotional methods should be developed. Extensive electronic mail should keep them informed of happenings. Remember, the number of employees using laptop computers will be increasing and communication needs to go through laptops as well as other networks. Slogans should be geared to providing social opportunities and quality time for families.

Although these employees may first resist ES&R programs, they will discover a true desire for them. Keep in mind too, that while telecommuters may want socialization, you may find yourself competing with community programs which are closer to them. Beef up your promotional efforts.

Today, there are more formal programs in place within companies to suggest home life is certainly coming to work. Recreation programs, EAPs, dependent care services, employee stores and other convenient services are in place inviting employees to bring more of their home to work. When promoting your programs to these employees, place emphasis on convenience, time-savings and quality family time.

While home is coming to work, there is no sight of the two completely merging in the near future. However, are there hints of it in the distant future? 



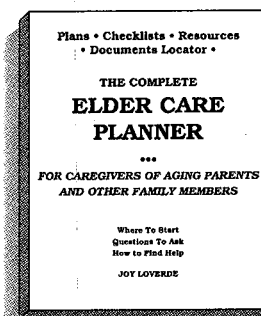
Employees can make a phone call to us to find out where the best buy for a piece of clothing is or where the recycling center is in their community. The average individual doesn't have the time or support to get answers to these questions.

Provide Employees with The Complete Elder Care Planner

Attend Author
Joy Loverde's
session at
NESRA's
Conference



Author Joy Loverde



"Employers are beginning to understand that they incur elder care related costs in terms of lost work time, impaired productivity, unplanned absences, higher use of health benefits, and employee turnover rates."

—Patrick Stinson, NESRA Executive Director

Protect the future of your organization. *The Complete Elder Care Planner: For Caregivers of Aging Parents and Other Family Members* by Joy Loverde, is the resource for fast answers for employee caregivers or can be used as a comprehensive guide to plan ahead. *The Complete Elder Care Planner* is ideal for distribution to employees as the elder care resource. The planner includes these timely chapters:

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- Housing
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- Quality of Life
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NESRA Proudly Presents Its
1993 Employer of the Year
Martin Goland

President
Southwest Research Institute



Mr. Goland has demonstrated, on a consistent basis, a sincere belief in, and a strong endorsement and support of, an effective, progressive employee services and recreation program.

In honor of being awarded NESRA's 1993 Employer of the Year, ESM interviewed Mr. Goland.

ESM: How would you describe your general management philosophy?

Goland: Management at Southwest Research Institute, (SwRI) in San Antonio, Texas, has always reflected our character as a nonprofit research and development organization that conceives and creates new products and processes for industry and government.

Our first objective is to provide our clients the most creative and economical research and development services possible. In our case, that means being a well-managed center of excellence in science and engineering. Our second objective supports the first: We achieve and maintain excellence by enabling our employees to develop their careers and exercise their talents as far as their motivation and ability permit. Our third guiding goal is to contribute knowledge through research that will keep scientific and technical innovation advancing at a high level.

ESM: How does your support of employee services and recreation programs complement this philosophy?

Goland: If you expect your organization to thrive, you must offer employees something more than competitive salaries and well-equipped work areas. Today's employee expectations include adequate medical and pension plans, and in our case, amenities such as an on-site clinic, a federal credit union, and available employee parking.

The best kind of employee, the forward-looking one you want and need most, tends to see these benefits as a starting point and asks, "What is there about the atmosphere of this place that will help me grow further, personally and professionally?" The answer lies in giving employees a pledge of sorts to support development of all their talents. You encourage their education, support their aspirations, and make their workplace pleasant, as well as give them technical support for their labor. All these elements are vital dimensions of a happy, meaningful work experience.

ESM: Give us a brief overview of the history and scope of Southwest Research Institute's RRA—The Research Recreation Association.

Goland: The RRA was formed in 1953, just six years after the founding of the Institute. Enrollment in the RRA is automatic and without charge.

The activities of the RRA have multiplied dramatically over the years. Nowadays our employees turn out for blood drives and a large number of charitable events. They play on RRA-organized volleyball, basketball, and softball teams, join sponsored drama, computer, and other special interest clubs, and work out in a fitness center overseen by a full-time recreational administrator. In recent years, and at their request, the RRA and the Institute Management Advisory Committee (a group of mid-level staff members reporting to the Institute president and elected on a rotating basis) have assumed responsibility for the annual United Way fund drive. Their performance has been excellent.

ESM: An extensive array of employee services and recreation programming is available at Southwest Research Institute. Do you feel this helps unite SwRI as a whole?

Goland: It certainly does, in several ways. Employee services and recreation programs bring the staff together in a different atmosphere than their usual, more channelized professional association with each other. It's much more relaxed, and allows them to get to know each other and to respect each other as persons. This is a key part of the Institute's efforts to increase communication among staff members from all parts of the organization.

Bear in mind also that in this day and age you very rarely can solve a problem in technological research and development without uniting the talents and skills of people in diverse disciplines. The only way you can get a staff as large as ours to work together by desire rather than by edict is to provide them opportunities to get to know and to respect each other. Once again, employee services and recreation programs are terribly important in this regard—collaboration among employees from various divisions of the Institute can't be mandated from above as effectively as when it springs from the innate desire of the people themselves.

ESM: What trends do you see in employee offerings?

Goland: We intend to continue increasing employee programs and services, as our circumstances allow. Fortunately, in San Antonio we are located in the nation's ninth-largest city, with

ample cultural offerings, so it isn't necessary to mount our own private musical or other cultural series for employees, as a more isolated organization might need to do.

In recreational athletics, we are already doing a great deal, but we will nevertheless continue to expand, because employees are increasingly aware of the benefits of good health.



▼
Each year,
the SwRI
president
asks the
Institute staff
to convene
and he pre-
sents his
“state of the
Institute”
message.

Then there's the all-important area of training and education. We can depend on local training institutes, colleges and universities for some of the educational development of our staff. We fully reimburse employees' educational counseling and tuition costs. Yet there's always a need for skills and knowledge that local facilities cannot fully satisfy, and our “SwRI university” grows constantly. This year we're offering employees more than 150 internally instructed short courses, seminars, and workshops to help them in their relationships, jobs, and career advancement.

ESM: To what do you attribute the overall success of your Research Recreation Association?

Goland: Volunteerism! The RRA has always been employee-operated, and its volunteer officers and our employees have always given unstintingly of their own time to make its programs successful and popular. The Institute supports the RRA through limited provision of certain central services, such as the printing of a biweekly newsletter, but the RRA is essentially a self-directed operation. Apart from capital expenditures and a partial contribution from the

Institute to the RRA's overall budget, the organization finances itself, through vending machine revenues and through employee donations, either of time and services, or of money collected in fund-raising events. The RRA holds raffles and dances, and of course a chili cook-off, this being Texas.

ESM: Is there any particular employee service or recreation program in which you especially participate?

Goland: I don't think I've ever missed the annual Christmas party for the children of employees. Last year a record 1,800 kids and parents attended. It's held in San Antonio's downtown historic district, near the Alamo, and it's the one occasion on the RRA's calendar of events at which the president of the Institute is inundated by bushels of confetti wielded by an employee dressed as Winnie the Pooh. That humbling treatment not only delights the children, but some of their parents as well, I'm sure!

ESM: What are your personal leisure pursuits?

Goland: Most of my time is devoted to the Institute, although I'm very much interested in music and play the violin. My musical tastes are catholic, ranging from classical compositions to Dixieland jazz. I also enjoy reading, Latin American history, in particular. More recently, I've become a restorer of antique reproducing pianos—sometimes called “player” pianos.

ESM: In your opinion, what is top management's role in activity support?

Goland: Management should support employee activities in every way possible, including through financial aid, and especially by personal example. But management's role should be limited to support and should not extend to operating an employee activities program or dictating its emphasis.

ESM: As president of SwRI, what do you expect from your Research Recreation Association?

Goland: Basically, that it help meet the Institute's objectives I outlined earlier: Excellence

in service to our clients, employee development, and contributions to society. What I've expected, the RRA has more than delivered. In fact, I'd say it has been continually ahead of my expectations.

ESM: What are the benefits of an employee services and recreation program to the employee?

Goland: Perhaps one of the greatest benefits to employees is that a services and recreation program helps integrate them into the organization's culture and teaches them its ways in a positive fashion. Anyone who's ever moved to a new town or workplace and faced the difficult task of "blending in" grasps what I mean.

ESM: And the benefits to the company?

Goland: Having a staff that is satisfied with its choice of employer speaks for itself! And who can doubt that you reap loyalty and dedication when employees are shown in concrete ways that their personal well-being matters, even in a large organization? Even more than any bottom-line savings you may realize in terms of better health and increased productivity, the stimulus to employee morale and cohesiveness is the most gratifying dividend.

ESM: How do you feel employee services and recreation programming has helped meet the need of employees to balance work and family?


Goland: Many of the RRA's functions involve family participation: The annual Easter egg hunt and the yearly Institute picnic, for example. Even activities that are primarily staff-oriented still allow spouses and children to participate indirectly, as observers, such as at a softball game or a volleyball tournament. Beyond these direct benefits of family association, there's the value to employees of services and activities that promote their personal well-being and thereby enhance their ability to contribute positively to the life of their families.

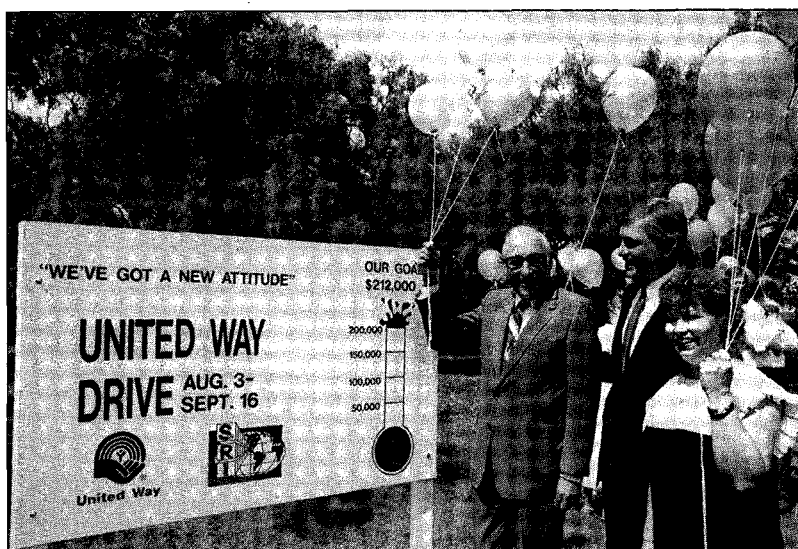
ESM: How do you take an active role to promote the Research Recreation Association to employees?

Goland: I'm glad you say "active" and not "prominent." When we recently opened a new

wing of the fitness center, I snipped a ceremonial ribbon, but it's unnecessary for me to be that visible very often, because the RRA itself has a high profile, having free access to all the information channels within the Institute. Of course, I take every opportunity to congratulate the RRA for its work and never fail to mention its value to the staff. But I don't need to stress its importance—that seems to be quite well understood.

ESM: How do you encourage open communication?

Goland: Employees communicate with each other to the degree that they can relate to each other. Free and easy acquaintanceship plays an important role at the Institute, not only in our professional and technical activities, but in all matters relating to Institute operations. The RRA is a "lubricant" that helps open communications by getting people from different parts of the Institute to know each other, to respect each other, and to want to be with each other. 



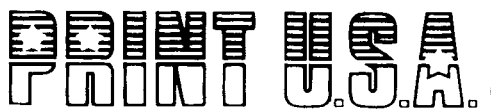
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Take A Peek

*at A NESRA Member
Program*



CoreStates Employee Association

*CoreStates Financial Corp.
Philadelphia, PA
Richard Quick*

The CoreStates Employee Association (C.E.A.) consists of an elected Managing Committee: chairperson, vice chairperson, secretary/communications person and a treasurer. Appointed Officers include an entertainment manager, travel manager, sport/community affairs manager and a special projects manager. With over 60 department representatives spreading the word about the Association, we are able to fill most of our employees' requests. These are strictly volunteer positions that the employees squeeze into their very busy schedules.

The C.E.A. offers discount tickets to various amusement parks, movie theaters, cultural museums, travel programs and sporting events for CoreStates 13,000 plus employee base.

As 1992 drew to an end, we had already sold an amazing 14,000 tickets. Our sports leagues:

Basketball, softball, football and bowling have 800 participants. New leagues for 1993 will include tennis and volleyball.

The C.E.A. also participates in many community events such as the March of Dimes where CoreStates ranked number two out of 175 companies.

Our Tutor Program runs yearly from September through April servicing 25 students from the fourth to the sixth grades from Bache-Martin School which was adopted by CoreStates. Twenty-five tutors assist the students in the main subjects of English, math and reading and also assist them with other subjects as needed. The program meets once a week for an hour with a ratio of one-to-one.

Our annual picnic is family-oriented and grows yearly. Over 5,600 attended this year's picnic with buses picking up our subsidiary employees in New Jersey, Lancaster and New York and several Center City locations. The employees welcomed the opportunity to leave the driving to someone else. The affordable ticket price includes an all-you-can-eat picnic style meal in a private enclosed area for CoreStates employees and their

▼
**From walka-
thons to tutor
programs,
CoreStates
offers an
interesting
compilation of
employee
services.**

members. They can enjoy amusement rides, face painting, clowns and cartoon characters.

Our annual social event brings together mem-



CoreStates employees participating in the March of Dimes Walkathon.

bers of our Senior Management Team which includes our Chairman, Terry Larsen, and employees from all locations. More than 1,300 employees attended this year's Social Event held at a Center City hotel on November 10, 1992. The subsidized ticket price included a buffet style meal, buffet dessert tables, live entertainment, a D.J. and the opportunity for the employees to show talent in the first ever Karoke Contest. Each participant received an audio tape of their performance and all finalists received a videotape. Three winners received a \$100 gift book and the grand prize winner received a \$200 gift book. We received phone calls, computer messages and letters from many employees raving about the event.

Associate members of Phil/Aers were very helpful in making this event a success. As Chairperson for our association, I am happy we can save employees money, reduce stress and help improve morale. In a small way, we help to contribute to the bottom line.



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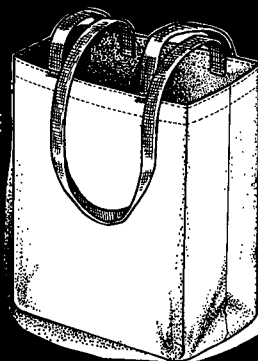


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Elder Care

ESM interviews Joy Loverde, author of "THE COMPLETE ELDER CARE PLANNER: For Caregivers of Aging Parents and Other Family Members" about how elder care concerns are affecting employees and workplaces.

Most of us will be caring for aging relatives in our lifetime and the anticipation of inevitable elder care issues can leave us feeling concerned, overwhelmed and even immobilized. Neither caregivers nor their elders have anticipated living so long and too often face serious personal and financial dilemmas. Caregivers are asking what will it be like for me? Administrators are struck by the intense necessity to address elder care issues within their organizations.

Joy Loverde, a caregiver herself, is a noted speaker and consultant on the subject of effective caregiving. Joy is the author of *The Complete Elder Care Planner: For Caregivers of Aging Parents and Other Family Members* and will be a featured presenter at the upcoming April NESRA Annual Conference at Tampa Bay, Florida.

We asked Joy to tell us what's happening with elder care in our organizations and how to influ-

ence individuals to become responsible caregivers for their own benefit and for the benefit of their organizations.

ESM: Everybody's talking about the problems associated with our aging nation—healthcare, housing and transportation to name a few. How do these issues affect our organizations?

Loverde: An aging population translates into caring for the elderly.

Administrators are aware that employees are making emergency telephone calls and leaving work in order to handle elder care needs. Employees worry about what will happen to them



▼
Caregiving is not one topic, it's 30 topics.
There is no one grand solution to elder care problems.

and their elders and they are afraid to tell anyone. The consequence for the organization is impaired productivity, higher use of health benefits, lost work time, telephone costs, increased absenteeism and employee turnover rate. These and other important factors motivate administrators to provide information and long-term training for caregivers.

ESM: In your experience, what support methods are most effective?

Loverde: To answer that question, the duties of the caregiver must first be defined. A caregiver is one who provides unpaid assistance to a second person needing help with the instrumental activities of daily life. Caregiving is not one topic, it's 30 topics. There is no one grand solution to elder care problems. What solves a problem one day may change drastically overnight. And what works for one caregiver or elder doesn't necessarily work for another.

I keep asking myself, how can people who haven't identified what's really happening possibly manage caregiving effectively and be responsible employees at the same time? The most effective support method teaches individuals to learn how to manage each stage of the caregiving process. This process requires constant evaluation and reevaluations of both the caregiver's needs and the elder's needs.



ESM: For organizations contemplating elder care programs, where should they begin?

Loverde: Efforts to address elder care issues span a wide range of services. Organizations should consider on-going Caregiver Workshops, Employee Assistance Programs (EAP), an elder care resource library, information providers such as the Area Agency on Aging and community resources like hospitals, long-term care ombudsman, senior community centers, caregiver support groups, health fairs, work and family expos, and adult day care.

ESM: A large number of organizations have elder care resources in place, yet administrators are complaining that caregivers aren't making use of them. What's going on?

Loverde: Current low-usage of elder care resources is partly a consequence of false assumptions. It's true that caregivers need information. What administrators didn't count on is that the majority of caregivers don't even know they are one. Caregiving is often initiated during a crisis. As long as individuals are not experiencing elder care problems, they don't understand how this information relates to them. They don't define themselves as caregivers of their relatives or elders. By the way, the term, caregiver is not even in the dictionary.

ESM: What explains the lower-than-expected use of elder care resources by employees in the workplace?

Loverde: Employees who are currently handling caregiving responsibilities don't feel it is acceptable to talk to their boss about elder care problems. They don't want their telephone calls and days off work monitored. They hesitate to expose problems at work for fear that they may be looked upon as unavailable and therefore unpromotable. Also, they may not want or need their employer's help, viewing their role of caregiver as a private matter.

ESM: Which individuals most likely fit the caregiver profile?

Loverde: The typical caregiver is female (three out of four caregivers are women), or a senior-level manager (those in their 40s and 50s) and/or a retiree (the dual phenomena of retirement and an increased life expectancy means many retirees have responsibilities for aging parents, relatives and spouses).

ESM: Because most people don't look forward to handling difficult elder care situations, how do you influence individuals to address issues before a crisis occurs?

Loverde: Sometimes the cold hard facts shock people into taking a look at their elders. Telling someone that their elder can bankrupt them will most likely get their attention. Motivation occurs when individuals understand how the elder care information directly benefits them. This requires education and planning. With an aging population upon us, many individuals are caregivers whether they plan to be or not.

ESM: In your opinion, what are the core elements of a successful caregiver program?

Loverde: As you know, there is an abundance of elder care resources available. It's been proven that without this information, caregivers cannot successfully help their elders and therefore cannot be effective. Ironically, in this need for the request for information, caregivers can become overwhelmed and confused. More choices may produce heightened anxiety. In other words—too many options, too much information and little direction. Therefore a program must include helping caregivers to identify their specific needs, getting the right information, and learning a process for planning that anticipates future elder care issues.

Included in a successful program is how caregivers continue to be responsible to their organizations while they go through this caregiving process.

ESM: Knowing we can't predict what will happen in old age, how is it possible for caregivers to plan ahead?

Loverde: My caregiver workshops help people separate what is in their control and what is not, what they can prepare for and what they cannot. This information alone brings immediate relief and less stress and strain at work and at home.

Caregiving is a very crazy time and all the elder care resources in the world won't do caregivers a bit of good until they have determined for themselves what information they need, why they need it, and what to do with it once they get it. An elder care planner is a critical tool before and during the process of taking on this enormous task. Planning gets caregivers out of the victim role and into a mutually responsible partnership

with their elder and elder care professionals. As a result, caregivers seek solutions to inevitable elder care problems and plan for incapacity.

ESM: What else do administrators need to know about caregivers?

Loverde: It is critical for administrators to know that the main objective for an individual in the role of caregiver is to support independence of their elders for as long as possible. Caregivers typically think they have to do it all for their elders. This is not helpful to the caregiver or the elder. I recommend that caregivers and elders go through the process together.

Administrators who facilitate the success of caregivers through long-term, hands-on elder care programs like caregiver workshops and elder care planners as part of their benefits package will be rewarded with caregivers who create and maintain a quality of life for themselves and for their elders.



Employers, service providers and associations nationwide acclaim Ms. Loverde as a valuable speaker and resource. Her work has been featured in distinguished publications and programs. Active in national affairs, Joy serves as an advisor for organizations that are responsible for policies affecting caregivers, regularly contributes articles to professional journals and is an avid advocate for the prevention of elder abuse.



▼
**Telling some-
one that their
elder can
bankrupt
them will
most likely
get their
attention.**

Climbing Walls in the Corporate Wellness Setting

by Curt Shirer, Ph.D.

▼
**Discover how
you can offer
employees
the experi-
ence of rock
climbing
without
taking them
to the
mountains.**

What's red and gray, rough skinned, 128 feet long and covered with knobs, cracks and pockets? Nope, it's not a dragon. It's the climbing wall utilized by Montana State University's (MSU) faculty/staff wellness program. One of the unique offerings of the national award winning wellness program is ClimbWell, teaching all levels of rock climbing to wellness participants. The key ClimbWell benefit is the climbing wall where the climbing first takes place as well as subsequent conditioning and honing of skills.

Rock climbing is a sport that has exploded in recent years. The technological developments in shoes, attire, mechanical camming protection and the proliferation of artificial climbing walls is stimulating participation to new heights. A dramatic result of this is the advent of "sport climbing" on artificial walls. This has evolved into fierce national and international competition and will be a demonstration event in the next summer Olympics.

Climbing walls are appropriate, exciting, cost effective and contemporary in a corporate setting. They can offer many types of experiences to wellness (ClimbWell) participants. To begin with, climbing is good, clean, exciting fun for many people.

Physical conditioning is greatly enhanced by wall climbing. We teach a popular ClimbWell class in conditioning, organized around four themes. The first is stretching. Good flexibility is necessary for good climbing and safety. Stretching instruction is done in the first meeting, and actual stretching begins and ends each class.

The second area addressed is cardiovascular. In addition to explaining why it's necessary we instruct the participants how to achieve cardio-

vascular fitness. This ties ClimbWell into our jogging, cycling, walking and swimming programs.

The third area focuses on strength for climbing. It is emphasized that strength training is highly specific. The best way to train for climbing is to duplicate, as closely as possible, the movements common in climbing. Finger and forearm strength is imperative also. Climbing on a wall regularly for extended periods is a great way to increase overall strength while having fun and excitement.

The fourth focus is climbing technique. This is done by demonstration, video, reading and coached practicing. As participant's technique improves, their desire to be more fit in all areas improves.

As a group relationship enhancer the climbing wall is a natural. The feelings of working together and enjoying it really come out when groups "climb the walls."

Eventually, competitions on the wall become part of the programming. Just as some will only care to climb for fun, others have the need to push themselves in competition.

All in all, the benefits and values of having a climbing wall as part of wellness are very desirable. The ClimbWell offerings have proven that the unique facility can add dimensions of fun and fitness at a very affordable price.

Construction

Climbing walls come in a wide variety of shapes, sizes and degrees of difficulty. They range from already existing walls with holds bolted on to elaborate simulated rock cliffs. The cost of construction can range from \$150 to \$150,000 (Cornell University). Don't feel, however, that building a wall in the lower ranges

isn't worth doing. MSU utilized existing walls, spending \$1,800 over a four-year-period and has a regular clientele of 750 climbers. The author built a portable wall, costing \$250, which had 1,200 climbers on it in three days at a large sports show.

The kind of wall built is dependent upon; 1) where it's to be located, (It's nice to have 20 feet in height, or more, but it's not absolutely necessary. Lower walls with more width are good for traversing) and 2) funds available. By charging a \$5-\$10 fee per person per year, more than enough dollars can be generated to upgrade and manage the wall.

Walls don't need lots of space to be challenging. Popestone Mountaineering, a retail store, has an excellent wall with 50 feet of horizontal movement, 40 feet high, in a floor space measuring 10 x 15 feet. This was accomplished by framing a 4 foot square tower, complete with an overhang, against a wall thereby increasing both the wall available and the interest of the area.

There are a number of commercial wall builders and prefabricated elements. Some of these use metal framework similar to that behind bleachers which can be adjusted in and out to add variety. The commercial walls tend to be quite expensive. This also dampens the pride of creating and constructing your own.

The most typical method of wall construction is to frame a wall with 2 x 4s against an existing wall (studs 4 feet oc) cover it with 3/4 inch CDX plywood (use 1 5/8-inch sheetrock screws), route some 1/2 x 5/8-inch deep cracks in it, paint it with textured epoxy paint (containing grit) and bolt on holds. Overhangs and bulges in various spots are easy to frame and add lots of variety and challenge. Likewise, pockets drilled through the plywood into pieces of 2 x 4s glued on the back give fingers realistic climbing exercise.

The materials used for holds on walls range from wood to molded epoxy/sand to real rock. They can be homemade or bought. In either case it's advantageous that they be able to be rotated and/or changed to new locations on the wall. By doing this, routes can be made easier or harder to fit the clientele, and the wall can be changed around periodically to begate the inevitable boredom of climbing the same routes repeatedly.

Wooden holds can be easily and inexpensively made by cutting out various size block and free-form shapes. Hardwood should be used for strength and durability. By beveling part of the edges, the holds gain difficulty when the beveled edge is oriented upward. Depending on their size, one or two holes for 3/8 inch bolts will be necessary with a countersunk hole large enough to

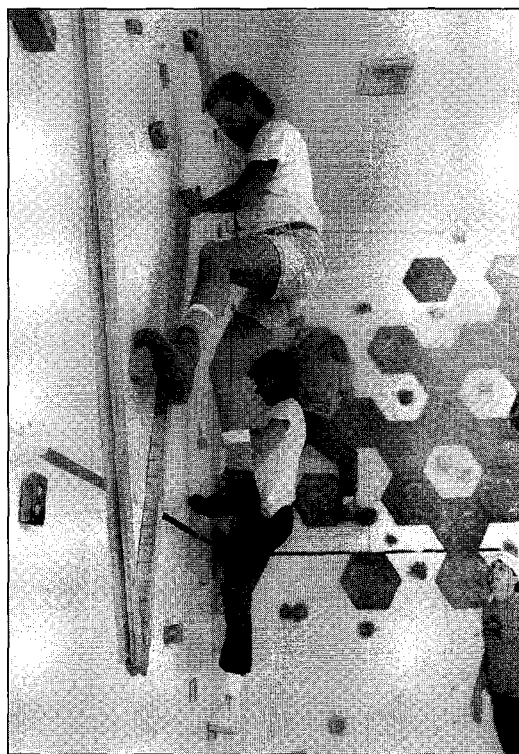
accommodate a washer and the bolt head plus socket wrench. From a safety standpoint it's desirable to avoid having bolt heads stock out.

Real rocks can be glued onto walls using epoxy and applying pressure until the adhesive is dry. Though they feel more natural than wood holds, they have the serious disadvantage of not being able to be moved. Sooner or later the wall will become boring to the regular users.

If finances permit, the best alternative is the commercially sold epoxy/sand hold. They come in a wide variety of sizes and shapes. There are small ones for footholds and larger freeform handholds. They mount with one bolt and a T-nut (included) and can be rotated in three or four positions just by using an Allen wrench. You can literally dial-a-route to suit the climbers. The T-nut on back allows all this to be done from the front of the wall. After the wall is framed, drill random 1/2-inch holes all over it (one-inch spaces) and put T-nuts in the back of each one. When painting avoid getting any in the bolt threads. This also enables you to relocate the holds from the front.

Commercial holds are readily available from climbing and outdoor stores or through climbing magazines. They cost, on the average, \$3 per hold if you buy a quantity of them. You'll probably use five or six per 4 x 8-foot sheet of plywood. Though they are more expensive than the alternatives they last forever and are extremely versatile.

A way to add more interest is to build a ledge at the top for the climbers to attain, and even rest on. A 2 x 10 affixed horizontally suffices. By bolting on sections of 2 x 4s at various angles with finger-size cracks running their length even more challenge is added.



Maintain challenge in your wall by rearranging it.

▼
It's likely that
your company
already has
an experi-
enced
climber or
two.

The ultimate way of adding variety and challenge is to be able to adjust the angle of the wall, i.e., lower angle for beginners to overhanging 15 degrees for advanced. There is usually a way to attach the wall at the top with bolts and chains to accomplish this. Remember that the wall is heavy and must always be secured at bottom and top, even when changing the angle. At Montana State University we simply framed different sections of the wall at different angles.

In summary, climbing walls are easy to build and there is no one way to do it. Each situation is a little different and can be addressed by general building skills, imagination and common sense.

Legal Aspects

The question that arises first on the negative side is that of liability. Sometimes management, not realizing the benefits of such a facility, are reluctant to consider it. The use of waivers, good instruction and supervision, utilization of current fitness information and practices, having a safe and well maintained facility and a careful eye to avoid negligence will likely be enough for protection from litigation.

Questions concerning open vs. restricted access, solo vs. multiple users and supervised vs. unsupervised use need to be worked out in conjunction with each program's legal counsel. There are no absolutely "standard policies" on these yet.

It is true, however, that regardless of the care they exhibit, owners and managers of facilities are not insurers of participant's safety. This means that they aren't liable if the injury could not have been prevented by the exercise of reasonable care. The general rule is that the facility owners are liable for conditions on their premises which cause harm if they know or should have reasonably known about the existence of a dangerous condition that poses an unreasonable risk to a user.

Therefore, careful management of the facility is the key to negating liability.

Operation


The operation of a climbing wall is fairly straightforward. By following "regular" procedures for walls the safety of the participant is pretty well assured. Information and training regarding these are readily available through videos, professional literature, professional meetings and workshops, guide services, climbing stores, university climbing and outdoor programs, and climbing consulting services. There simply is not too much to learn that program personnel should be reluctant to have a wall because they don't know anything about them.

What it takes is having someone in charge who has become knowledgeable about belaying and sport climbing. This person should be responsible, mature, conscientious and be able to train others in operating procedures. It's likely that your company already has an experienced climber or two who would either assume charge of this or train some of your staff.

Some other management factors are: a) the provision of solid anchors for belaying; b) the provision of a soft landing area at the base of the wall (6 inches of gravel or 4-inch mats); c) the regular, documented inspection of the wall, holds, anchors and related equipment (ropes, webbing, harnesses, etc.); d) regular documented cleaning and maintenance of the area and the equipment.

If you need to make the wall inaccessible when it's not in use, you can lock the door, fence off outside walls, remove lower holds or cover the lower holds with a locking panel.

Conclusion

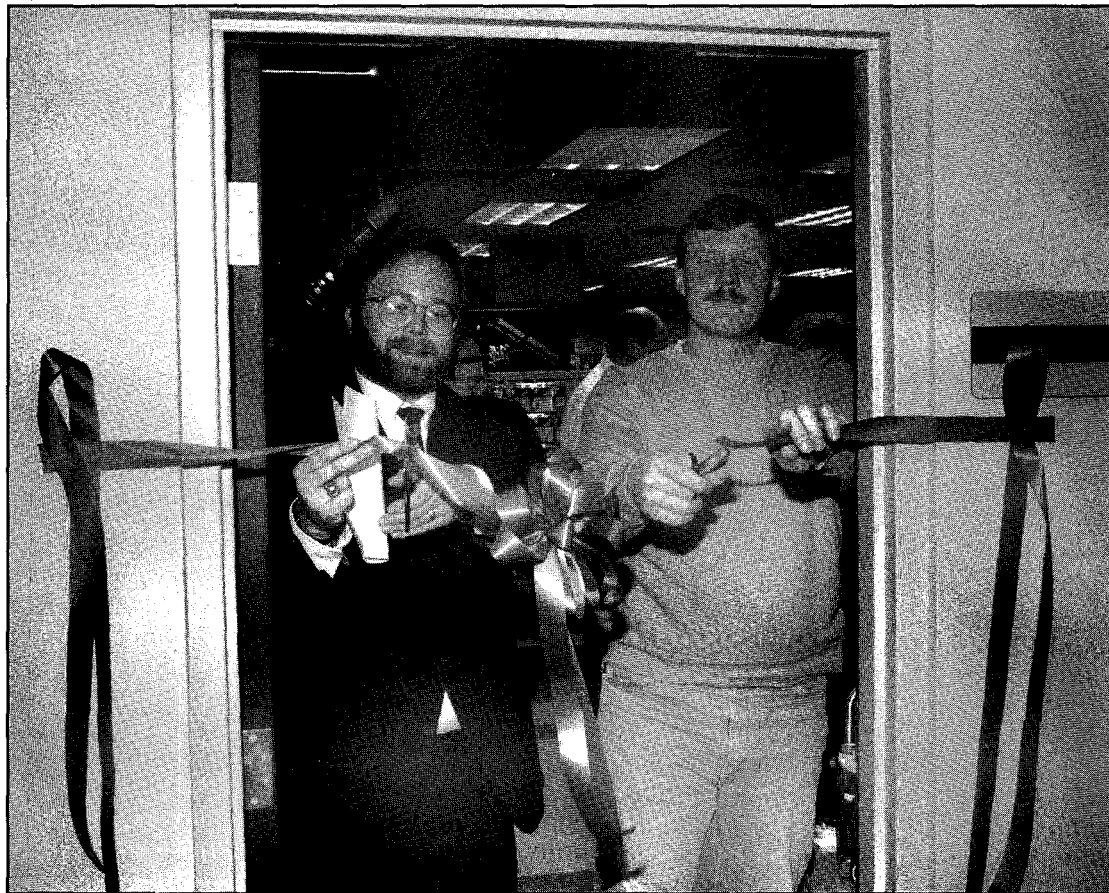
Climbing is an exciting and contemporary activity. It is very compatible and appropriate for wellness programs, especially if they have an artificial climbing wall. Given the ease of construction and operation and the positive benefit/cost ratio climbing walls are fantastic components of modern wellness programs. Try one, you'll like it (and so will your employees). 

Curt Shirer is a professor of leisure management at Montana State University, Bozeman, MT. He also instructs climbing for the wellness, physical education, and outdoor recreation departments. He and his wife, Karen, also own and operate a climbing guide service..

For a list of references and suppliers, call NESRA Headquarters.

Honeywell Employee Club Store

*by Bob Crunstedt, CESRA
and Kelly Brogan*



*Employee Club
Executive Director
Bob Crunstedt and
Past Board President
Dave Kirkham cut
the ribbon at the EC
Store Grand
Opening.*

The Honeywell Employee Club Store opened in November of 1992, more than three years after the concept was first proposed to Honeywell's Minneapolis Operations management. The store was built and is operated by the Honeywell Employee Club of Minneapolis (EC), a separately chartered tax exempt organization, dedicated to providing employee services and recreation to Minneapolis/St. Paul area Honeywellers.

The store is located in Honeywell's corporate headquarters and is open to nearly 9,000 employees, as well as retirees, and visitors, but is most frequently used by those at corporate headquarters (1,700 employees).

Opening A New Store

The EC Board of Director's approved construction of the store with the understanding that provided the store met its financial projections, additional stores would be opened in other major Honeywell facilities in the Minneapolis/St. Paul area.

The store's purpose is two-fold: To provide a service which will benefit the largest number of Honeywellers possible and generate surplus income for the benefit of Honeywell Employee Club members.

After consulting our fellow NESRA members and surveying our corporate headquarters employees, we settled on a product mix that included a wide variety of convenience items and ser-

▼
**Learn from
Honeywell's
experience of
opening a
new store.**

vices: Dry cleaning and laundry service, greeting cards, candy, discount tickets, women's hosiery, jewelry/watch repair, shoe repair, logo items, Honeywell home controls and thermostats, small gift items, mylar balloons, health and beauty items and more. After being open for business for three months, we've determined our best selling items to be greeting cards and company manufactured products.

The store encompasses 1,600 square feet including storage and retail areas. It is open from 7:30 a.m. to 4:30 p.m. Monday through Friday and is staffed by a manager (with previous retail experience) and one part-time customer service

cards, and interdepartment charges as payment for goods or services. Cash payments are also accepted at the store and future plans include offering payroll deduction as a payment method.

Our 1993 projections forecast \$200,000 in sales for the store and an additional \$75,000 in sales for the Mail Order catalog. The current average gross margin is approximately 25 percent and an increase to 30 percent is targeted. With these goals in mind, the EC realizes that the success of the store is dependent on its customers. For that reason, the EC's objective is to earn customer loyalty through great customer service, quality and convenience. And, although club membership is not required to shop at the store, special "Members Only" promotions have been devised to keep membership at an optimum level.

The store represented a new capital expenditure of \$70,000. This amount included demolition, remodeling, furniture, fixtures and equipment. The cost was covered from the EC's reserve and a commercial loan secured from a local bank (which also serves Honeywell). No additional financial support was needed from Honeywell.

Honeywell agreed to guarantee the loan which streamlined the application process and allowed the EC to borrow at the prime rate. The guarantee did not cost Honeywell additional funding since in the unlikely event the EC defaulted on the loan, the outstanding principal balance would be deducted from subsequent years' subsidy used by the EC for non-store operations.

We justified construction of the store to Honeywell for several reasons: The store was part of the evolutionary process of the EC to become a proactive service organization less financially dependent on the company, it would centralize services, it would reduce the need for employees to leave company premises during the workday, it was a benefit offered by competitors in our area and it required no additional funding from the company.

Overcoming Obstacles

The actual demolition and remodeling process took about two months. We faced many challenges before, during and after the process began. When we first introduced the concept to management in 1989, Honeywell was on the brink of a major restructuring announcement to improve shareholder equity—a restructuring which resulted in the elimination of one-third of the worldwide workforce and the divestiture of our defense industry organizations. Even though the store did not involve company funding, there was a reluc-



From left to right: Executive Director Bob Crunstedt, 1992 President Donna Miller, 1993 President Dorothy Guanella and Store Manager Mark Westergaard showcase the EC Store.

representative. The remaining EC staff (four full-time, one part time) contribute in the areas of inventory control, purchasing, payables, receivables and promotions.

Two cash registers with UPC bar code readers were installed. They are integrated with the EC's stand-alone, computerized accounting package that has the ability to track stock on a perpetual basis, identify predetermined reorder levels, generate purchase orders, manage receiving, inventory, accounts payable, receivables and general ledger. In addition, two semi-annual physical inventory counts (one at mid-year and one at year-end) are planned.

Most of the Honeywell products and logowear featured in the store are also available through our EC Mail Order Catalog which is inserted in the annual Honeywell calendar. Both the catalog and the EC store accept checks, credit

tance to implement the project because of the potential misperception by employees about the company's priorities.

We had relatively little experience in putting a retail business plan together—a plan that was essential in order to qualify for commercial financing. After consulting the EC's CPA firm and talking with people in the NESRA network, a plan, with average sales between \$75 and \$175 per employee was approved by our Board of Directors, Honeywell and the bank.

While it was not difficult to market and sell the store to employees, it has proven challenging to live up to their expectations. Many want services and products at prices that match or beat Wal Mart. Others, especially in facilities without a store, expect us (or Honeywell) to open a second and third store in a relatively short period of time. Still others expect the store to break even or make a profit in the first year—this is our goal, but relatively few small businesses achieve such success in their first year. Our challenge will be to continue to fine tune our mix of services and products to meet our customer's needs and exceed our financial goals.

We also experienced some delays during construction because of competing priority projects within the corporate complex. We were hoping to open July 1 then October 1, then October 15 and finally it was November 12. The moral here is to set a "preferred" date for completion but add two to four months for an actual opening.

Another obstacle we had to overcome was our plan to sell candy in the store. Because Honeywell has a vending contract with an outside supplier, it was not our intent to reduce commission income for Honeywell or compete with the contract. We instead chose to purchase candy from the vending supplier, sell it at no profit (primarily to increase store traffic) and provide alternatives such as non-chocolate bag candy, penny-candy and snacks not provided by the supplier.

Learning Through Experience

Reflecting on the process, there are several things we would do differently. The first being that when we installed our accounting system six years ago, we were not planning to open a multiple-site, full-scale retail operation with cash registers. Had we anticipated this, we would have selected an accounting package that would easily upgrade from a PC point-of-sale operation to a cash register set up.

We would also take steps to minimize overhead 1-2 years before implementation and devel-

op the staff over time. Our plan called for staffing costs at about 25 percent of sales and instead we are in the 30-35 percent range. To meet our established targets, we'll now need to produce more sales sooner than planned or implement contingency plans for the future.


We would also stay away from fair trade merchandise where competitive outside markets force the margins to an unprofitable level. This is where the NESRA professional network can be helpful to source out successful lines with a proven track record.

Perhaps one of the most dramatic changes we'd make would be with our greeting cards. The store has 72 linear feet of cards for a customer base of 1,700. We would cut back to 60-64 linear feet and stay primarily with their everyday, humorous and seasonal lines (i.e. Valentine's Day, Mother's Day, etc).

Planning for the Future

Our future plans call for the establishment of two to three additional stores in the next five years. This should provide the additional sales to allocate some of our management overhead as well as provide more convenient access for our members in outlying locations.

We also plan to implement a payroll deduction system. As we have learned from our friends at NESRA, this is the competitive edge that an employee store can provide over outside retailers. Previous experience indicates that payroll deduction generates sales on big ticket (profitable) items, and employees perceive this as a real and measurable value-added benefit.

Our plans for the immediate future include the Employee Club absorbing responsibility for Honeywell's premium and incentive program in 1994. We have learned that Honeywell is our best customer and there are significant purchases made annually for sales meetings, customers, visitors, college recruiting, trade shows and incentives. Our goal is to keep the profits from this business inside the company for the benefit of Employee Club members. 

Bob Crunstedt, CESRA, is executive director of Honeywell's Employee Club and a NESRA Past President. Kelly Brogan is Communications and Sales Coordinator for Honeywell's Employee Club.

▼
**Reflecting on
the process,
there are
several
things we
would do
differently.**

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Leisure: The View for the '90s

by David Tyhosky



▼
**Discover why
employees
turn to their
companies
for leisure
programs.**

In our fast-paced lifestyles we strive to have it all. The last 40 years have brought many time-saving improvements to our lives. Therefore, there should be plenty of time for leisure...Right? It doesn't seem to work that way.

Even though it's true that home appliances like the washer/dryer and the dishwasher have saved us time in completing household chores, we still find ourselves fighting for leisure time and must plan our schedules to squeeze in leisure activities.

So what is considered leisure today? One of Webster's definitions is "time free from work duties." Whether it is structured or unstructured activities, sporting events or discount tickets to the arts or to amusement parks, leisure pursuits consume our free time.

What connection is there with our work world and leisure in today's life? The fact is we spend more time at work than we do at home. We forge common bonds with co-workers that extend into our personal life. Even though we want to leave the workplace behind along with the stress, the connection remains through our co-workers/friends. Spending time with them through company supported or arranged events satisfies part of our leisure needs. The second reason workplace leisure has surfaced is because some employees never plan for relaxation. Thus, corporate leisure fills a void in the employee's life. Is this good for the employee and the company? Yes!

The employee enjoys activities with friends/co-workers sometimes at little or no cost to them. What does the company get in return for its efforts? Better employee morale, improved communications and interpersonal relations with other co-workers and healthier employees through fitness, just to name a few. Several factors have influenced this move toward work and leisure.


The economy is first and foremost. Many people today cannot afford high-priced vaca-

tions. Even though they want to relax and enjoy quality family time at distant resorts, the reality is, it costs too much. So families compromise and visit regional resorts or amusement parks sometimes through corporate picnics on an annual basis and save for dream vacations every five to seven years. Reduced entrance prices and hotel deals make day and weekend trips very attractive.

Second, time constraints make arranged leisure activities, either at the workplace or off-site, convenient. Sometimes just the planning of what to do and where to do it can be a burden. Activities already planned are appealing to employees who know all they have to do is show up. Employees are even willing to volunteer to do some of the planning by giving up part of their lunch hour. Serving on a committee is still a better option than having to plan an entire event on their own. Remember the acronym T.E.A.M.: Together Everyone Accomplishes More.

And last but not least, there are strong social aspects to leisure and its ties to the workplace. Sporting events and others that reinforce teamwork seem to have the biggest impact on social behavior. Sporting events can vary from basketball with the guys, to watching mom play baseball on the company team.

All types of leisure fill different individuals' needs. Another important area that defines leisure in the '90s is that activities are fun and bring enjoyment. This fun/enjoyment factor is at the heart of leisure itself. Employees long to escape the rat race of their business and personal life to enjoy themselves and have fun.

Regardless of the activity, remember that if your programs provide enjoyment and fun, they are sure to be a success with employees. 

David J. Tyhosky administers employee services and recreation programs for the Home Savings & Loan Company in Youngstown, Ohio, which was the recipient of the 1992 Eastwood Award.

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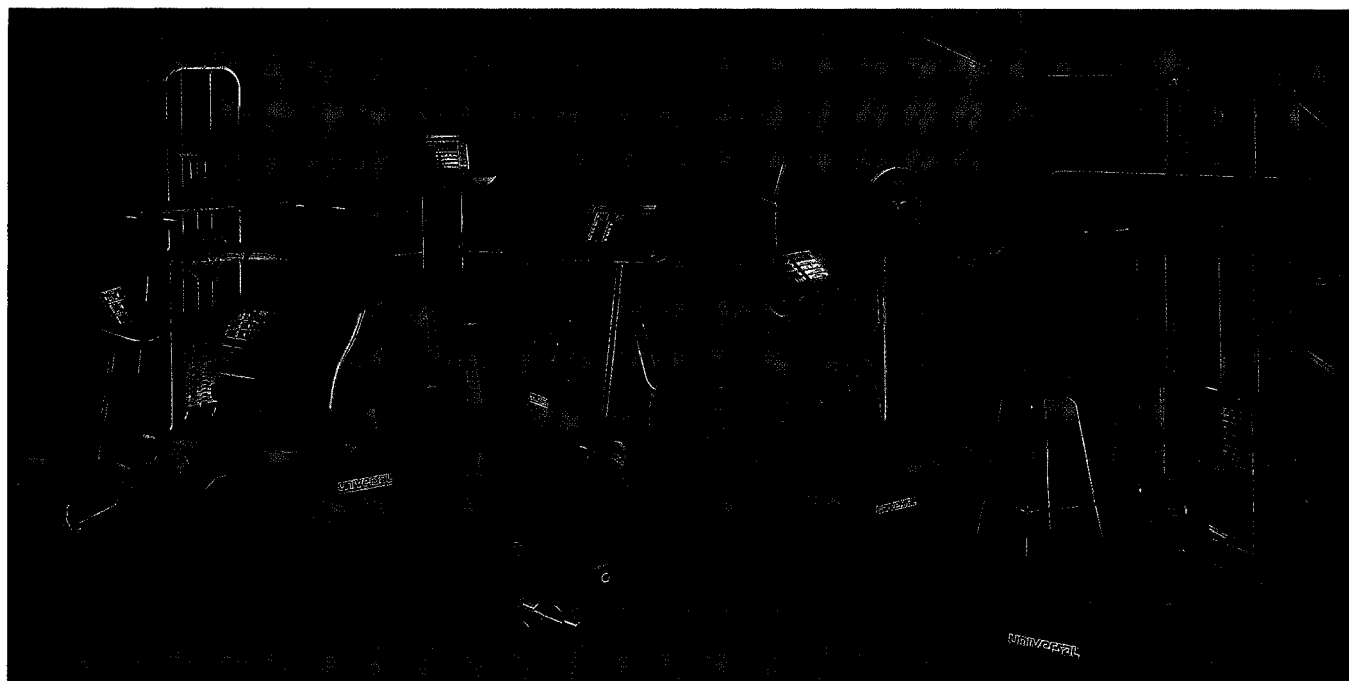
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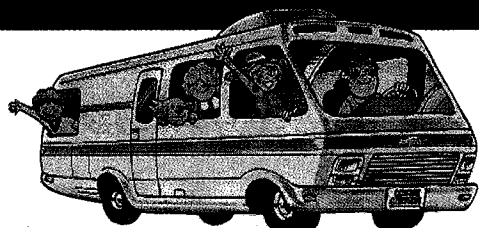
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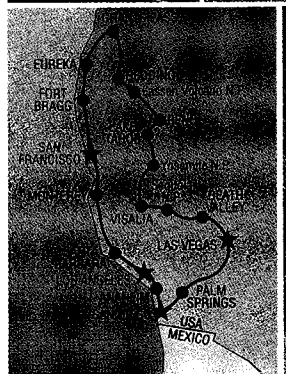
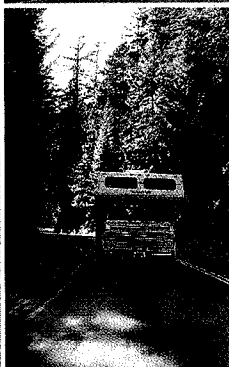
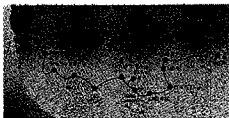
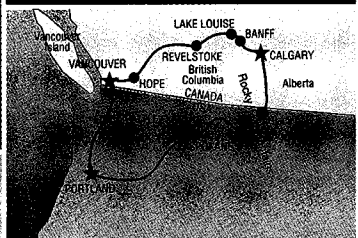
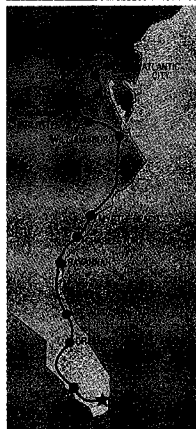
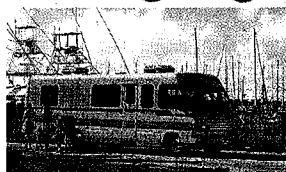
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May/June 1993



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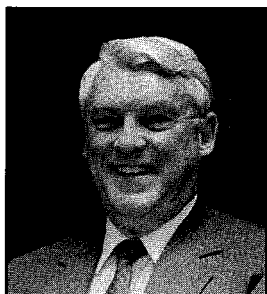
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I Hate Eating Crow

By John Felak, CESRA

R & R—Not What You Think

by Jim Alexander, CESRA



▼

Remind yourself of the basics of recruiting and retaining members in chapters and employee associations.

To associations and organizations, “R&R” does not refer to “rest and relaxation,” but to the attention and action necessary to perform recruitment and retention of members, the lifeline of association life.

Recruitment and retention sounds simple. Ha! Ask any chapter or employee association membership chairperson! Membership development requires a lot of energy. I would like to share some thoughts and ideas in this area.

Recruitment

Prospect Names: Sources are limited only by your creativity, and include persons who have contacted you, referrals from current members, and referrals from NESRA Headquarters. Ask for referrals from your members at least once a year. Members of other personnel-related organizations, especially those known by your members in a cross-membership relationship are solid candidates. Chambers of commerce, universities, park staffs are also worth contacting. Newspapers’ “Top 100” lists of business and industrial firms are worthy of contact.

The Message: Your message should be interesting, informative, and concise. Use the proven formula of who, what, where, when and why, emphasizing those areas important to your message. Sell the benefits, not the services. Describe how the potential candidate can benefit personally and with improved recreation programs, etc. Develop a concise outline around which to craft your message, know your membership facts, and always finish with an invitation for action.

The Media: Face-to-face meetings are always most effective, however, they are not always feasible. Limited use of a FAX may attract the attention of the recipient, but keep your message professional, attractive and concise. The individual, personal letter remains the most consistently effective media for membership development. It should be professional, and always addressed to a specific person, not to a title.

Retention

New Members: Immediately acknowledge with a personal letter the receipt of the application and dues from new members. Welcome them into membership. Notify them of up-coming meetings and activities. Send them the latest association mailing and the current membership roster/directory. At their first meeting, make a fuss over the newcomers. Assign board members to be the newcomers’ partners for the meeting, introduce them to the entire group, use a special name tag, etc. Publish names in your newsletter. But then, don’t forget them! Follow-up phone calls, personal invitations, asking for opinions, etc. are important and useful tools of retention.

First Year Anniversary: A greater percentage of drop-outs occur at the time of first renewals than at any other time because the members’ needs have not been met, or the person has been ignored, or expectations were too high based on the original “sell.” It is vital that first year members continue to be acknowledged, encouraged, and invited to attend, participate, and contribute.

You must listen to your members. Ask for their input, survey their expectations, and disappointments. You must invite everyone, individually, to participate, to volunteer, and to contribute ideas, thoughts, and opinions if they cannot give administrative time. An ambassador or mentor system might be considered, where the membership roster is divided up among board members for continuing follow-up and contact throughout the year. And if a member has not been around for a while, or has opted not to remain in the group, attempt to obtain a brief statement or interview as to reasons for such inactions.

A helpful publication, “Attracting and Retaining Members in NESRA Chapters” covers further examples and samples of materials dealing with recruitment and retention. It is free from NESRA Headquarters at (708) 368-1280.

Develop your “R&R” program and just maybe you’ll get to experience some traditional R&R—rest and relaxation.



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ Services That Sell

Bartering systems for swapping services are springing up around the country, reports the *Chicago Tribune*. Each hour spent helping others, be it taking care of a working couple's child, driving an elderly neighbor to the doctor or pet sitting, becomes an hour credit toward "buying" services for yourself.

During these lean economic times, the time-dollar concept is more than a feel-good effort. It makes economic sense, because neighbors exchange services that most of them would have to buy. The benefits translate into real dollars saved.

▼ Orientation Program For New Employees

The development of an orientation program for new employees is an ongoing challenge for many organizations, says *HRMagazine*.

The program should:

- Focus on achievement—Each employee develops an annual achievement plan to support the corporate and departmental business goals for the year.

- Focus on leadership—This system coaches managers and supervisors throughout the company. It also includes a contemporary skills development series for management.

- Focus on rewards—This system is ongoing in an attempt to base compensation on contribution, align individual efforts with corporate strategies and place a greater percentage of pay at risk.

The most effective orientation approaches seem to exist in centralized or large office/plant locations where having many new employees enables ongoing meetings and follow-up.

▼ Answering Guests' Needs

Hotel concierges work under pressure to match guests' requests with appropriate recommendations of restaurants, theaters, museums and other attractions and services, reports *Crain's Chicago Business*.

In the case of restaurants, which can account for more than half of the queries, the concierge typically asks about the type of cuisine desired, the ambiance, the noise level, the price range and so forth.

Restauranteurs court concierges. Besides providing updated menus and notices of

promotions, many make personal calls. While concierges disagree on whether they'll continue to suggest restaurants that don't work well with them, few will recommend restaurants that don't take reservations.

As a result, popular spots take reservations from concierges, whereas they don't from regular customers. The consistency of the food and the quality of the service also are determining factors in making recommendations.

▼ Popularity of Marriage

Marriage is a minority lifestyle among black Americans, says *American Demographics*. Only 44 percent of blacks were married in 1991, compared with 64 percent in 1970, according to a new Census Bureau report. Black Americans are much less likely to be married than whites (64 percent) or Hispanics (61 percent).

A decline in marriage rates can affect businesses in many ways. It can hold down consumer spending, because married couples have higher incomes than other types of households. It can also increase employee turnover, because married workers are less likely to switch jobs.

▼ Strong Wellness Programs

Traditional worksite wellness programs in America today lack comprehensiveness, reports *Employee Assistance*. Either they address only a single health problem, or their component parts are segmented rather than integrated.

Successful programs are comprehensive and fully integrated. They are long-term and on-going, with no expected end-point. Like EAPs, these innovative worksite wellness programs are continuous.

Traditional programs tend to segment their component services—fitness programs are done separately from blood pressure and cholesterol screenings. Different program providers will offer these different services.

Innovative programs try to avoid segmentation in the delivery of program services and in various content areas of wellness programming. While specific services such as smoking cessation interventions are offered, the interventions are designed to support and integrate with other interventions such as weight loss or stress management. Clients are treated in a holistic manner, dealing with the whole person's needs.

▼ **A Family Tradition**

Millions of Americans go home in August to a summer place they've gone for years, according to *USA Today*. Just the thought of going to these places gets people through the winter.

During the summer, generations of people return to their familiar summer places for the security of familiarity, a sense of continuity in a rapidly changing world, and family tradition.

These places aren't always grand resorts with tennis courts and health clubs but can even be a small cottage with communal dinners.

Nonetheless they are important to many American families.

▼ **Leisure and its Benefits**

Leisure activity is good, wholesome and beneficial, says *Parks and Recreation*. The physiological benefits of regular exercise are documented scientifically. Chronic aerobic exercise reduces serum cholesterol and triglycerides, increases high density lipids in the blood stream, helps prevent and control hypertension and offers other cardiovascular benefits, reduces spinal problems, improves neuropsychological functioning, increases bone mass and strength in children, increases muscle strength and creates better connective tissue, increases lung capacity, in general reduces incidences of disease and nurtures a holistic sense of wellness.

Leisure also promotes psychophysiological benefits, including reduced tension and anxiety, mental and physical relaxation, positive changes in mood and enhanced outlook on life, and reduction in stress hormones in the blood and urine. These more relaxed states promote other benefits such as improved performance at work, improved social interactions, and a general sense of well-being.

▼ **Kiosks Make New Business**

Countless entrepreneurs see stationary kiosks and wheeled carts as incubators for serious business, according to *The Wall Street Journal*. Mall operators and retailing industry experts report that these enterprises have proliferated in recent years.

Much smaller than storefronts, suburban-mall kiosks and carts typically occupy between 40 and 500 square feet. The stands represent a cheap and highly visible way to start a new business. Malls usually rent their mid-corridor locations without long-term leases, shielding kiosks and carts from heavy liability if their business collapses.

In the slow economy, mall operators have seized kiosks and carts as a new way to turn otherwise vacant space into rental income.

Kiosks lend themselves well to certain merchandise such as jewelry, wigs and T-shirts, but aren't good outlets for bicycles, major appliances, rugs and fancy clothes. Their lack of restrooms inconveniences solo operators.

More importantly, kiosk operators renting by the month often must rely on the mercy of mall managers to let them stay.

Renting kiosks and carts to local vendors may be a way employee services managers can generate revenue while extending new services to employees.

▼ **A Definition of Ecotours**

The National Tour Association (NTA) finds that people are willing to spend more to go on tours with people who are trying to watch out for the environment, reports *Courier*. The survey indicates that environmental concerns are becoming a mainstream issue and the tourism industry is making the most of it.

The Ecotourism Society defines ecotourism as: purposeful travel to nature areas to understand the history of the environment; taking care not to alter the integrity of the ecosystem, while producing economic opportunities that make the conservation of natural resources beneficial to local people.

▼ **Spouse Career Counseling**

Spouse relocation counseling can be more valuable than outplacement services because once the couple decides that relocation is in their best interest, the "trailing" spouse is in a situation of voluntary rather than involuntary job loss, reports *Mobility*.

Career counselors must provide guidance to relocating spouses regarding issues that are less common in outplacement situations. Spouses who resign in order to move will not receive severance benefits, and the need for the second income may be immediate. The career counselor must help the transferring spouse stay focused on a job search that provides long-term career advancement as well as immediate economic benefits, and may even need to help the client conduct the search while s/he remains in the old position.

The details of the moving and getting settled usually fall on the spouse who is not working. So, it is unwise for corporations to limit services for relocating spouses to 30, 60 or 90 days. Expecting spouses in the middle of a move to devote two or three days of undivided attention to a job search workshop often is unrealistic.

▼ **Smokers Need Patch & Program**

Although only 2 percent of those currently enrolling in on-site programs are doing so in conjunction with wearing the nicotine patch, a recent report published by Smokenders suggests that number will increase to 30 percent during the next 12 months. This will result when physicians who prescribe the patch and their patients become more aware of the fact that the patch alone will not cause smoking cessation without a comprehensive behavioral program.



Do Wellness Incentives Work?

**Find out how far employers
will go to entice employees to
maintain healthy lifestyles.
Also learn how to keep
incentives effective.**

by Peter Thallner, CESRA

Incentives for participating in employee wellness activities has drawn a lot of attention lately in the media. However, providing incentives is nothing new to employee services managers. We have been providing incentives as long as health promotion programs have been at the workplace.

In fact, incentives cover such a wide range of options, you and your employees may not realize that you are providing incentives at all. Providing a corporate climate that encourages participation is a behind-the-scenes incentive. Another unapparent incentive is when you build convenience into your programs. Programs held at the worksite, at convenient times, make health promotion programs accessible to your employees.

Incentives represent different things to different people. Something that motivates one individual may not be an incentive to another. Some people's incentives come from within. They are seeking personal satisfaction, driven by the ambition to achieve a desired goal or condition. Others, require an external incentive to participate in a health promotion program. It may be as simple as a ribbon or T-shirt or it could be a complicated financial payoff tied into employee health benefits.

In any case it boils down to participation. Anything we do to attain increased levels of

participation can be construed as an incentive. Numerous studies have shown that consistent participation in wellness activities are cost beneficial to business. It is up to us to provide the necessary incentives to get our employees into our programs and keep them there. Creative and dynamic incentive programs will enable your company to attain higher participation levels.

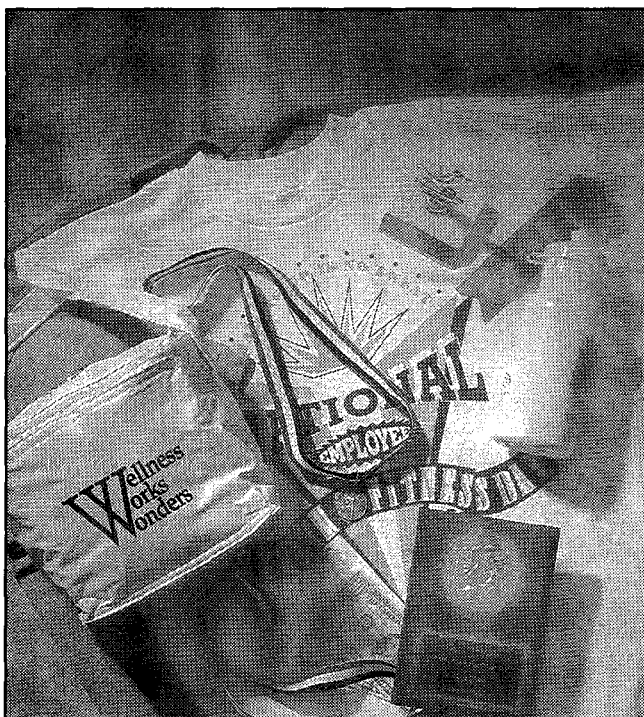
Why Provide Wellness Programs?

According to the U.S. Public Health Service, of the factors that contribute to mortality, 51 percent are due to lifestyle choices. By encouraging employees to change those habits, we can have a positive impact on the quality of life as well as reducing the risk factors that contribute to death.

A March 17, 1992 American Medical Association (AMA) report, "P.T. Bulletin," suggests that 25 percent of medical costs in the U.S. are associated with behavioral factors. Behavior accounts for \$171 billion of the \$666 billion spent in America on health care. The report also says that \$22 billion in annual health-care costs were attributable to cigarette smoking and other forms of tobacco use. Health promotion holds the greatest potential for significant improvement in the nation's health among the entire range of medical health interventions. At a time when we are on the verge of national health reform, the importance of preventive strategies cannot be ignored.

The worksite is a logical place to provide some preventive strategies. Benefits to the company can be great. The January/February 1993 issue of "Action," the newsletter for the Association for Worksite Health Promotion, reports the health and well-being of employees have a direct impact on employment, economic growth and the ability to compete in the world economy. Shifting the costs has not slowed the spiraling health care costs to companies. Adding flex plans and asking employees to share the cost just have not worked. Getting to the source of the costs is the key. Wellness programs prevent costs from being incurred (Eubanks, *Hospitals*, Dec. 5, 1991).

The premise of employee health promotion programs is that companies with healthier employees utilize less health costs, experience reduced absenteeism, increased productivity and higher morale. It has been documented in many studies that this is true (Eubanks, *Hospitals*, 1991). Wellness programs have proven to pay off with a return on investment from 2-to-1 to 5-to-1 in lower employee health care costs. The Travelers Corporation in Hartford, Connecticut, saved \$7.8 million in 1990 yielding a return of \$3.40 to \$1.



A study of 110,000 U.S. DuPont employees from over 100 DuPont locations reveals one DuPont site with a wellness program, experienced a 47.5 percent decline in hourly employee absenteeism over a six-year period, while the total hourly work force experienced only a 12.5 percent decline in hourly worker absenteeism, (Marc Grumman, *Buyers Guide*, 1992).

Over a five year period, Johnson and Johnson's, headquartered in New Brunswick, New Jersey, hospital costs only doubled for those who participated in the wellness program while nonparticipant's costs increased four times. In addition, absenteeism fell 15 percent in two years, while rates rose 3 percent at sites that did not have the program.

After implementation of a simple wellness program, Honeywell's medical benefits rose by 4 percent while similar companies experienced increases of 14 percent during the same period (Greaves, Roger, *Upside*, 1991 Feb/March).

These are just a few of the documented cases that have produced tremendous benefits to companies. As I mentioned previously, the more employees that are participating, the more dramatic the results will be. Incentives provide motivation to employees to participate.

Types of Incentives

Incentives need not be costly. Offering workshops on current topics or the latest in exercise programs at convenient times and

locations may be enough to attract many employees. Other inexpensive incentives are listing the names of employees who attain a health related goal in a newsletter or on a bulletin board. Contests between departments; holiday events; participation in national events, such as, National Employee Fitness Day, Great American Smoke Out or the Presidential Sports Awards Program are simple incentive programs. Many incentive programs such as these are prepared for you. You simply implement the program and tailor it to your workforce.

Other incentive programs take a little more planning, development and money. An incentive program that awards points to employees based on amount of time spent engaged in exercise over a 12-week period can be produced with some forethought. Reward the successful employees with creative prizes.

The most progressive companies are offering cash as incentive to participate in wellness programs and tying them back to the medical plan. Hershey Foods Corporation in Hershey, Pennsylvania, is piloting a program that rewards workers financially for practicing healthy lifestyles and penalizes those who do not. Workers can earn up to \$264 in health credits or be charged as much as \$4,720 in total debits for 1993. Employees who have health problems and are working to improve their condition will not receive either a wellness credit or debit.

A group of Hershey workers were screened for five health risk factors: Use of tobacco, blood

Incentives

Benefits

1. Higher program participation.
2. More high-risk employees are attracted.
3. More equitable distribution of health care costs, individuals choosing unhealthy behaviors will pay more.
4. Employee education of present and future costs of high-risk behavior.
5. Employee and employer partnership in managing health care costs.

Concerns and Cautions

1. In the future, those individuals who need health care most, may be the ones who will have to pay for it.
2. Heredity is a major factor in many of the proposed risk areas.
3. Public health standards are recommendations for guiding individuals in addressing their personal health risks. They are not meant to be absolute markers or predictors of health risk.
4. Financial incentives have yet to be demonstrated effective in lowering health risks in a population.
5. Infringement on personal freedoms.



Develop incentives around the segments of your workforce that do not participate. Here are some segments of the workforce.

men/women
older/younger
blue collar/middle management/
upper management
shift workers
employees interested in group
activities
employees interested in individual
activities
employees seeking competition
employees looking for physical
benefits
employees looking for emotional
benefits
those who have never exercised
before
weekend athletes
elite athletes
golfers
tennis players
runners
cyclists
rollerbladers




pressure, weight, exercise habits, and cholesterol. Management believes that the standards for earning awards are medically substantiated, realistic and fair. Preliminary results based on surveys show that 30 percent said they are exercising more frequently and have lowered their cholesterol levels. Half of the respondents said they have changed their lifestyles.

St. Vincent's Hospital and Health Center in Indianapolis also aggressively encourages healthy behavior. Through their program, Healthy Lifestyles, St. Vincent's offers financial incentives up to \$250 per year for maintaining a certain blood pressure, cholesterol and body fat levels and remaining a non-smoker. Reportedly, 60 percent of employees participate in the program.

The Coors Brewing Company in Golden, Colorado offers an extra 5 percent off health insurance coverage to employees who fill out a health risk appraisal, wear seat belts, exercise regularly and stay within a certain weight.

Monetary incentives seem to have a great impact in attracting a wide range of participants to wellness programs. Refer to Table 1 to see benefits and concerns with offering monetary incentives.

Conclusion

Employee participation in wellness programs has been a proven way to reduce health care costs, reduce absenteeism, increase productivity and generate higher morale. The more healthy employees you have, the greater the impact on these indicators. Incentives, small or large, provide employees with the motivation to participate in health promotion programs. A variety of incentives planned throughout the year and targeted to varied segments of the workforce will attract individuals motivated by different methods. Develop incentives around the segments of your workforce that do not participate. For example, you may have a disproportionate number of women participants. What would attract more women to your programs? Think about each segment of your workforce this way and implement a wide variety of incentive programs to increase participation. 

Peter Thallner, CESRA, is Facilities Manager for The Achievement Center, Medical College Hospitals, Bucks County Campus. The Achievement Center provides comprehensive health promotion programming to employees and the community.

NESRA Membership Invitation

Make NESRA part of your staff. We can provide you with resources needed to effectively manage your employee activities program. Here is what you will receive as a member:

- Annual Membership and Peer Network Directory
- Discount Programs
- *Employee Services Management* monthly magazine
- *Keynotes* and *NESRA News* newsletters
- Resource Information
- Conferences and Exhibits
- Certification Program
- Volunteer Recognition Program
- Publications
- National Awards Program

Join NESRA today—the only national association which represents people responsible for employee services, recreation and health promotion programs. You will discover what our members know—becoming a NESRA member makes good business sense.

Annual Investment: \$125.00

☐ YES: Enroll me as a member today.

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Company _____

Address _____

City _____ State _____ Zip+4 _____

Phone _____

Number of employees _____

Reason for joining NESRA _____

☐ Payment Enclosed ☐ Please Invoice

Signature _____

Date _____

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*Patricia Fripp
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audience at
NESRA's 51st
Annual
Conference and
Exhibit.*



Selecting A Speaker

by Christine E. Allshouse

Picture this scenario: You are sitting in your professional group's monthly breakfast meeting and today's agenda indicates a guest speaker. The speaker has just apologized for being late and is reading an off-color joke from notes that were written on scraps of paper. It is now 10 minutes into the presentation, and looking around, you notice that some people are dozing off while others are glancing at their watches. You hope they pass around an evaluation form, but the speaker goes over the time limit and now everyone will be late getting back to the office.

Studies indicate that public speaking is one of the most common fears facing adults. With this in mind, it's a wonder anyone would choose to speak in front of a group. So, how do you find someone who can speak with authority on the topic of your choice, and in a manner that will captivate and inform your group? Let's look at a practical approach to selecting a speaker for your program.

Sources for Speakers

There is a vast pool of resources available to anyone who is in search of a specific speaker. One source is the local chapter of the American Society for Training and Development (ASTD). This

organization is comprised of training and public speaking professionals, many of whom are proficient in a particular topic or industry area. Besides contacting the chapter for member information, you may also inquire about the possibility of individual members performing a community service on behalf of the group for your program. Another similar source is a local Toastmasters organization, typically made up of individuals from several different occupations who polish their public speaking skills through regular practice and evaluation. Some of the "seasoned" members may be available to talk at your event. Also, utilize members from your professional associations. The ASTD, Toastmasters and NESRA provide a large pool of experienced presenters.

Many organizations, public and private, coordinate speaker bureaus comprised of individuals who can communicate information on a particular subject. Many speakers will provide this service free of charge as an informational tool. A speaker bureau acts as a way of providing a public service to those in need. For example, a hospital speaker bureau could be a good source to provide a nutritional speaker for your brown bag lunchtime seminar. I have attended courses where even a CEO volunteered his time to speak

▼
**Follow these
guidelines
and feel
confident
presenting
your speaker
to your
audience.**

on a subject matter affecting his industry. There are many instances where NESRA members can deliver a presentation to your audience. Community groups and coalitions also may provide speakers and often are enthusiastic about a speaking engagement opportunity.

College and university campuses are great places to find knowledgeable speakers. You can find administrators, professors and students who could add a wealth of information to your program. The obvious benefit of hosting a scholar is the individual's credibility as well as research experience they have in an area.

Of course, word of mouth is an excellent source for public speakers as long as the informant is familiar with your needs.

Steps In Selection

Once you find a speaker to fit your topic, you still need to take steps to ensure that the individual meets your expectations. A speaker may be an expert on the subject matter, but the way the information is delivered could put your audience to sleep or worse, offend them. Another potential pitfall is that the speaker could present information that is too technical for the audience's comprehension level.

Here are some initial steps in selecting an appropriate presenter:

1. Schedule Speaker. Call the speaker and ask them if they would like to make the presentation. You can judge the level of interest simply by listening to the responses. Probe the person's viewpoint on the subject to discover if the individual is excited about the subject. Ask about any fees or honorariums that will be charged.

2. Check references. Ask the speaker for references. This is a perfectly normal request, and allows you to find out how other audiences reacted to the speaker. Be sure to ask if the referenced person would invite the speaker back for a repeat performance. Since you may get a variety of responses, base your decision on the majority of responses or on the similarity of the audience to yours.

3. See the speaker in action. Arrange a time to observe the speaker, or request a videotape of a live presentation.

Look for the following presentation skills:

- Sincere, warm personality
- Enthusiastic but not overly excited
- Pleasant speaking voice
- Competence in subject

Make sure the speaker does not:

- Appear unprepared or hurried
- Appear stiff
- Sell a specific product or service
- Use jargon or acronyms that are unfamiliar
- Make sexist/racist/ethnic comments
- Wear inappropriate clothing

This third step is the most important, since you are the best judge for what you want from a speaker. Remember that your audience expects a competent speaker, but demands that the information be conveyed in a way that is understandable and easy to accept. I have had the displeasure of being in the audience of a speaker whose information was important to me, but the delivery was confusing and therefore the message did not transmit. I felt cheated and so did many others! By following these three steps, you will have more confidence that you are making the correct choice for your program.

Speakers

Sources for

American Society for
Training & Development

Authors

Community Groups

Friends

NESRA

Private Corporations

Public Organizations

Speaker Bureaus

Toastmasters

Universities

▼
If the speaker goes over the set time allotment, it is your responsibility to intervene.

Planning the Visit

Once you have determined that the speaker is appropriate, an invitation (or contract) should be composed. The document should include the topic (be specific), date, time, duration of presentation, fee, and audience information. Ask the speaker to respond by a set date by sending you a copy of their biographical sketch. This serves two purposes: It acts as a commitment to speak as well as a guideline for your introduction of the person.

In addition, ask the speaker what audiovisual or material needs there are.

If you neglect to carry out this detail, you risk the chance of something going wrong. Think of it as your safety net.

Matching the Speaker to Your Occasion and Audience

In order to hold an effective presentation, it is crucial that you match the speaker to the occasion. Start by determining the purpose of the event. Is the event part of a series of events or is there an underlying theme for your program? The type of presentation will depend on the occasion.

Ask yourself if you want the speaker to inform, demonstrate or facilitate learning activities with the audience. A good guideline for this decision is the amount of time of your program. A program of one hour or less is ideal for an informational session, such as an overview of stress management techniques or a motivational speech on the benefits of exercise. One to two hours is enough time for a speaker to demonstrate something, such as how to improve your tennis strokes. A time frame of two or more hours can be used for facilitating learning activities, like having small groups within an audience develop a plan to carry out a United Way drive. Whatever the topic is, make sure your time frame is adequate for the type of presentation needed.

The easiest way to connect your speaker with the intended audience is by taking a profile of the participants. This can be accomplished using a pre-meeting survey. Include survey questions on an event registration card, and collect information on participant position and responsibilities, gender, age, ethnic mix, salary, and the individual's interest and knowledge in the subject. Find out what critical issues are facing the audience, and inform the speaker of these. If a survey is not possible, the speaker can do a quick survey by asking questions and asking for raised hands to answer. You might also try posting a flipchart at the check-in area, and have participants write out issues or needs on the flipchart. Index cards and


post-it notes are also good mechanisms to solicit anonymous input. The speaker should then build those issues into the presentation. This makes the presentation much more applicable, and participants will stay alert while waiting for their issue to be addressed.

A quick word on audiovisual use: Make sure everyone can see slides, overhead transparencies or other props clearly. I attended a meeting where not only was the posterboard visual too small, but it was held so low to the floor that the audience in the back could not see it through the front audience's heads.

During The Presentation

After you have introduced the speaker, be sure to remain in the session as an interested participant. If the audience members see you leave or dozing off, you send the message that the speaker is not worth your time. Be sure to allow sufficient time at the end of the program for questions and answers, and ask the first question to get the ball rolling. If the speaker goes over the set time allotment, it is your responsibility to intervene. Discuss a key signal to indicate "Time's Up!" with the speaker ahead of time to minimize any potential ill feelings. Finally, always provide some type of evaluation so you and the speaker can discover if the program met the audience's needs. Program participants deserve the opportunity to give feedback on all programs.

Conclusion

Although you may feel overwhelmed by the details involved in selecting a speaker, you will not have to cover every detail with every speaker you encounter. Remember, a good speaker can offer experience, expertise and information as well as make your program outstanding. Advance preparation will work in your favor by reducing unnecessary anxiety, and your audience will have everything to gain. 

Christine E. Allshouse is the senior training specialist for University Medical Center in Jacksonville, Florida.

Unique Golf Tournaments

**Use this article to implement
new games and gimmicks
to your golf tournaments.**

by John Felak, CESRA

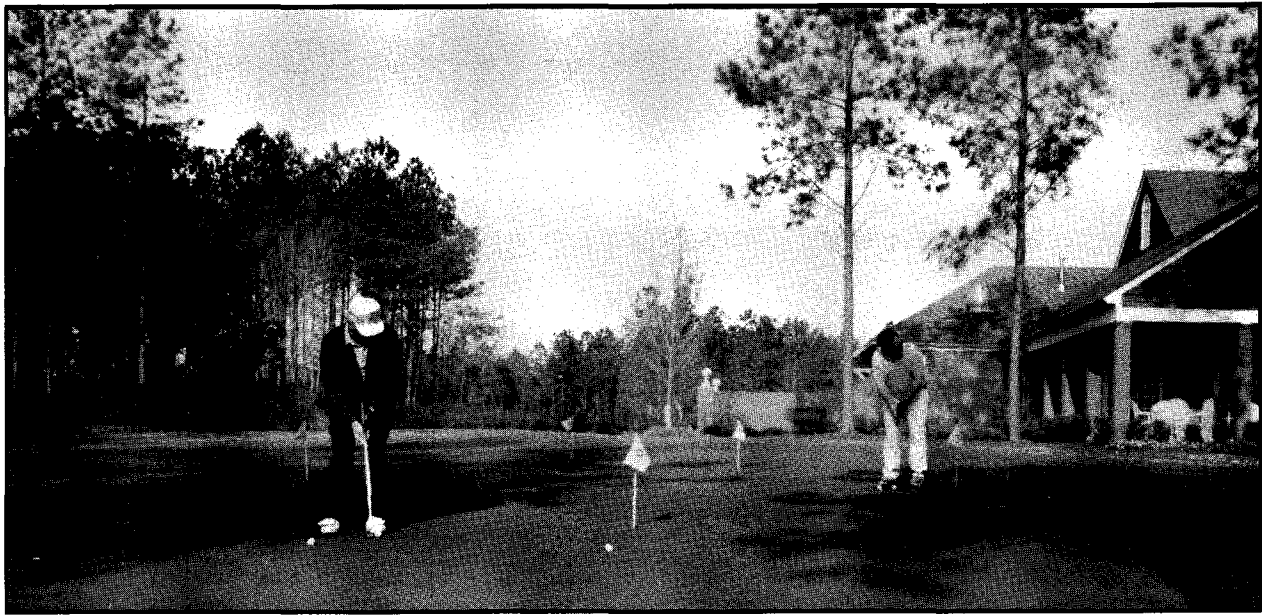
Golf is a game that has seen tremendous growth in the past decade and for good reason. It is played by all ages and skill levels over well manicured hills and valleys. The serenity of the course is for many the reason to play. Quiet afternoons or weekend mornings are full of friends gathered together to share in this, the holiest of sporting events, a round of golf. We all know those dedicated to the game, playing several times a week, rain or shine, missing any other activity that is worthy of forgiveness from an understanding spouse. These warriors are the envy of all of us wanting to play more but cannot move it up the priority ladder enough. "If I could just play more often, I know I could play better."

This leaves the majority of us being selective in the events we play. And what better event to include in our busy schedule than the company golf tournament. We can enjoy the companionship of fellow workers away from the daily pressures of business and compete at the same time. Ah, competition. This is what transforms some of us into another form of human life. When the championship is on the line, everything else is secondary to the task at hand. Each golfer has the desire to compete and enjoy the game at the same time and that is where the golf event in your ES&R program is important. I feel the best

thing for your golf program is variety and quality events. This article can be a valuable tool for you if you learn to use it right. It's not meant to be an entire list of options, but it will be a great start to get your creative juices flowing.

Before we get to unique tournament formats, let's spend a little time on what makes a golf tournament in itself a good event. A well-run tournament can be, in itself, a unique event. Any format will fail if the coordinator fails to do any of the following things: Communicate early, publish tee times, greet each foursome at the tee and at the last hole (I cannot emphasize this one enough), have lots of prizes and get results to all the participants. I recommend 30 days notice of a tournament and tee times available at least five days in advance. As for greeting each foursome, this is an easy, but critical component of a good event. Retirees could be an excellent source for volunteers to inform golfers of the rules, to answer questions and to thank them for participating. Non-playing spouses could also be a great resource for people. The greeting at the last hole is to gather scorecards, direct them to a gathering place, inform them of the next tournament and to thank them again. The more attention you pay to these details, the better image you will leave your golfers when play is complete.

To make a golf event unique and hopefully more enjoyable, try varying any of the basic ele-



ments of a tournament. The elements include time, participants and format. Each can provide you with some interesting results.

Time

All tournaments do not have to begin on Saturday morning. Actually, golf courses fill these time slots up easily and will be more receptive to scheduling other times for your group. Weekend afternoon times allow for some family fun or chores in the morning with play to begin after 2:00 p.m. Even if you live in a warm climate, consider the evening hours. Late afternoon weekday starting times for a nine-hole tournament are also a great idea.

For a nine-hole event, try scheduling a "shoot-out" with 10 players similar to what the professionals do at PGA tournaments except conduct it at a par three course. All 10 players tee off on the first hole and high score drops out. If there is a tie for high score, a chip off is conducted from a predetermined spot and the closest to the hole continues on. Nine players will be left on #2 hole, eight on #3 hole, etc. until two players play for the championship. If 10 players sound like too many, then limit it to eight or six or five players and the golfers will love it. This is also a great way to break ties or hold at the end of the season for tournament winners or for those that play in every

event. You could also come up with a system to qualify players to play by their standings in events throughout the year. Award 10 points for 1st place, nine for 2nd, etc. and keep a running total throughout the year.

How about night golf? It is getting very popular in some areas and requires only a light at the green and tee to see which way to direct play and to use glow golf balls. The glow golf balls are easily available from a pro shop or a local golf discount shop. Golf courses like the idea because it brings in revenue at a usually slow time. But be careful to use a course that is fairly open for play and plan it around a full moon. If you are lucky to have a clear sky, it can be quite an event. It's not as easy as you might think.

Not only can we alter starting times, but we can also use the different time of year for some great theme tournaments. I've played in several "Good Friday Opens" and suggest a St. Patrick's Day tournament with extra strokes to those who wear green, a July 4th event with strokes to those with red, white and blue, or a formal tournament with everyone wearing a tie (they played this way a long time ago). Father's Day and Mother's Day are great days for Parent-Child tournaments (which I'll explain later). Company holidays can prove to be popular, especially if it's a holiday many others don't get off. Perhaps it's your floating holiday, President's Day or your recreation

group's anniversary. Use your imagination to combine playable weather and a theme for a unique tournament of your own.

Participants

Parent-Child: With so many young players in the game, many parents have their children playing early. A good format requires a parent-child team with both driving a ball and hitting each other's ball for the second shot. Then a team selects a ball to play and alternates until they hole out. It can also be used with any two players combining similar or different handicaps.

Team Events: Choose from several different types. Since 1993 is a Ryder Cup year, a similar format may be well received. Play can be over three weekends or courses, or split up into six-hole matches. Three type events are played, all at match play. An alternate shot format is first with two member teams each hitting a drive.

The best shot of the team is selected with the player whose ball was not chosen hitting the second shot. Team members alternate shots until the ball is holed out. The second format is called four ball. It is also a team event with a two-man team best ball score matched against another team. Finally, individual play is used. The scoring methods can be complicated. If you are interested in this event, I encourage you to watch the Ryder Cup this year on TV. They will do a great job of explaining the system to you.

Format

You can have a lot of fun with format. Players enjoy a challenge and you won't let them down with any of these.

■ **Orange Ball:**
Each foursome

begins play with an orange golf ball. The team alternates play of the orange ball among their foursome while using their own ball on the other holes. For example, Player One uses the orange ball on holes #1, #5, #9, #13 and #17. Player Two uses the ball on holes #2, #6, #10, #14 and #18. The fun comes in establishing the order using the better player to play the harder holes. Each course will play differently. You can also use this along with another type of format. You can play a low medal score and the orange ball at the same time. One other rule, if you lose the orange ball, you're out of the tournament so be careful around the water and woods. Also mark the orange balls somehow to avoid any switches and rely on the honesty of the players.

■ **He-Man:** This will require the cooperation of the golf course and should be used only for large groups because the golf course is set up as tough as possible. The tees are back, the pins are on hills, close to the water, sometimes in the sand traps. The flag can be in one location and the hole can be in another or the hole can be smaller than normal. Again your imagination will come in handy. Even scratch golfers shoot in the 90s this day.

■ **Blind Draw:** This can be done either before you play or after. The idea is to let the players play with whoever they prefer, but set the teams according to a blind draw. All players' names are put into a hat and drawn in pairs or foursomes to name teams. Scores are then computed using handicaps for a best ball team score.

■ **Mega-hole golf:** This gives the higher handicap players a better chance. Let the low handicappers (12 and under) play from the pro tees, mid-level (12-24) from the members' tees and high (24 and up) play from the red tees.

Require the low handicappers to play the course normally. Mid-handicappers will have to stop the ball within a three-foot radius circle around the hole. If it stops within the circle, it is considered in. High handicappers get to shoot at a six-foot circle and the same applies. If the course won't put the circles on the greens, supply each group with a tape measure or use one putter length for mid-handicappers and two putter lengths for high.

■ **Rope (string) Golf:** This is a great one. Every player gets one foot of rope (or string) for each number of their handicap. A 12 handicap gets 12 feet of string. At any time throughout the round, the player can use any portion of the rope to move his/her ball. If the ball stops two feet from the hole, cut off that much string and the shot is considered in. If the ball is just a shade out



of bounds, in a trap or behind a tree, move it with some string and make it playable. The key to success in this tournament is to finish the round with little or no string.

■ **Special Shots:** This will add some fun to any type match. Grant each player a throw instead of a swing. If they are in a trap or the woods, they can throw the ball rather than hit it. You can also give them a kick or a mulligan (free shot). To add some other variety, let them hit a drive with a baseball bat, or putt with a garden hose putter or a pool cue stock. How about letting every player that wears a dress hit from the ladies tees. Perhaps they can hit while standing on an innertube or while wearing work gloves or oven mitts. Let them hit a shot opposite handed or play any hole they choose from the front tees. Give them a shot from the fairway on a par 5 with a tee. Again, your imagination will do wonders here. While doing research for this article, I found golfers always remembered these type shots first because they are so unique.

Three Club or One-Club Tournaments: These can be loads of fun too. Most players will take a #1 or #2 iron, a mid-iron and a sand or pitching wedge. They will putt with the long iron or wedge. Popular one-club choices are #5 irons and a putter is permitted here.

■ **Backwards Golf:** This event is played in the Augusta, Georgia area every year as a fundraiser. Play starts from beside the 18th green and proceeds backwards to the 17th green. Then a tee is set beside #17 green to #16 green. As you might guess, there can be many obstacles between greens and tees, they were not designed for play. Some shots could be through trees or bring water and other hazards into play. Scores are very high but players will have fun playing this format. Course selection will require a thorough knowledge to make it playable.

Conclusion:

Adding "spice" to your company golf outing will make it a memorable event for your employees. Try some of these events by giving this article to your golf chairman to review. These unique events will have players enjoying the game and they'll continue to come back to your events. Good Luck!



John Felak, CESRA, is executive director, Savannah River Site, Operations Recreation Association, Aiken, South Carolina, and NESRA National Director of the Southeast Region.

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Bringing the Store to the People

by Marilyn MacGregor

▼
**Lockheed
Recreation
Association
uses portable
selling set-
ups to ser-
vice multiple
sites.**

At Lockheed Recreation Association in Fort Worth, Texas, we have an interesting situation. In addition to operating a 200 square-foot permanent employee store at our clubhouse location, we also operate off-site portable selling points at three of our locations.

Portable selling points are operated at our Main facility Wednesday and Friday from 11:00 a.m. to 1:00 p.m., at our Building 500 on Thursday from 11-1 and once a month at our factory for 30 minutes during the second-shift's lunch. Frequently we have a glass display case and folding tables from which employees may shop. We transport several boxes of merchandise to our sales locations and upon arrival, we carry the merchandise into the building and properly display it. Since employees can only shop during lunch breaks, it takes smooth, fast service to process purchases.

We also seize another opportunity to sell to our off-site employees. One evening a month a staff member drives a van to the factory for our second-shift employees. Quality standards limit the actual sales period to 30 minutes and it's often a challenge to drive the vehicle into the factory and set up for such an operation, but we do our best to bring our store in some form or another to our employees.

Staffing

There are many challenges to operating employee store setups at several locations, especially when they operate only a few hours each day. Staffing can be difficult because it's not easy to find employees wishing to work a couple of

hours in the middle of the day to total a 6-8 hour work week.

At one time during our operations at Lockheed, we were doing business from four locations a couple of days a week.

It's necessary to sort through many job applicants to find the right person for this part-time sales representative position. When screening applicants, look for a people-oriented person. And, of course, experience in sales is a must. It's best to require representatives be familiar with all off-site locations, not just the location they routinely work. This way, you have some back-up personnel to fill in during illness or vacation.

Inventory

To keep our off-site locations well-stocked, we require the sales representative to continually write down a "want" list. We keep a notebook showing how many of each item has been sent to a given location on a particular day. Then we also post the quantity of each item sold for that day. This way we know where our overages and shortages are occurring. Most of our discrepancies occur during the transportation of the merchandise when we find we sometimes fail to write down something being taken to a location or we may fail to subtract it from the notebook if we are bringing it back to our main facility.

It's a challenge to order the proper quantity of merchandise. Initially an order will sound like more than enough. But once that order is received and spread out over several locations we find it sometimes falls far short of the amount needed to properly stock all locations. Often we have reordered within just a couple of days. To avoid this loss of both time and money, I find I almost al-

ways double the figure I first start working with. Then I take advantage of quantity price breaks. The cost of goods could also be further reduced if the various divisions of a corporation went in together to make one large purchase. Each division would handle its own billing but all benefit from the lower priced goods.

Merchandising

What sells at one location is not always popular at another. Frequently, simply changing locations of items can increase sales. It's very important for sales representatives to listen to the customers at each location. They often tell them exactly what appeals to them. We then use their suggestions to introduce new products. Normally we carry an item for a couple of years, then drop it from our inventory. It can then be reintroduced in a few years and people think you have an all new product!

Promotion

As marketing supervisor handling the permanent stationary store as well as the off-site locations, I find the most difficult part of my job is properly advertising and promoting the merchandise. Whether it's getting the word out about new products or announcing special sales, it never seems we meet the challenge fully. Although we do have a monthly publication "GDRA at Play," which is available to every employee, not all employees take home a copy to share with their families.


The monthly paper highlights new products and discontinued items and announces the rare occasions that we discount an item. We encourage feedback from our customers by occasionally running a customer satisfaction survey.

We've established space at off-site locations for brochure racks displaying literature for all our discount programs. We sell discount movie tickets as well as tickets for other attractions. To have a successful program, promotional goods must be well displayed. We've had to limit some of our offerings at specific locations due to lack of space. For example, we offer discount printing service only at the main recreation clubhouse.

Managing Routine

Usually the first hour of my day is spent making preparations for sales at off-site locations. The last hour is usually spent balancing off-site sales

and completing all necessary paperwork. I spend the balance of my day purchasing, receiving, shipping, working with customers, and so forth.

It's interesting to manage a business that has many small branches. There seems to be a new challenge every day. But I honestly would not choose to work in another line of business. I have a variety of interesting duties and we have a very interesting operation as we bring the store to the people. 

Marilyn MacGregor is marketing supervisor for Lockheed Recreation Association in Fort Worth, Texas.

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by Robert Jackson and Steven Wood Schmader

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Increase Health Awareness with a Health Fair

by Deborah Orloff

Health fairs can stimulate interest in health and, if presented with activities which give people information about their own status, can educate employees on how they can adopt healthy lifestyles. Fairs can also be used as an introduction to worksite and community health activities. In a nonthreatening, exciting manner, they encourage healthy lifestyles.

Getting Started

Working with a committee consisting of representatives from constituents throughout the organization can help promote goodwill and gather a valid sample of employees' health concerns. Your committee can also increase employees' interest in the fair and they can effectively publicize the event in their areas. Also, consider inviting someone from a local hospital or healthcare agency with some experience and contacts within the community to act as a consultant to your committee.

The committee's first task should be to establish objectives. What is the goal of the health fair? Is it to increase awareness of preventable risk factors? Is it to educate employees of services within the organization or community which are available to help them reduce risk factors or manage chronic conditions? Will you include work, leisure and family issues? Take a look at the composition of your workforce to determine what are its health concerns. Consider age ranges, sex, lifestyles, family composition, health concerns, leisure activities and general level of sophistication of the workforce in relation to health. Employee surveys or "fact finding missions" carried out by the committee members can be useful. Interests can be distinctly different depending upon the composition of the workforce. Consolidate your ideas by developing a theme.

Developing the plan

Once your objectives are set, you are ready to plan your activities. There are some components to think about early in the planning stage. Consider these questions:

- Where and when to hold the health fair?
- Will the health fair take place before, during or after work hours?
- Will family and friends also be invited to attend?
- What is the availability of funding sources?
- What is the availability of resources within the organization and community?
- How can you gain management support?

Considering these areas will help determine the parameters of the fair.

Successful Activities

Every successful health fair has two key ingredients: Interactive activities and fun activities. Active participation is critical to success, regardless of the theme.

Many types of activities can be included depending upon the resources available. These include screenings, information booths, games, runs/walks, demonstrations and displays. Criteria should be set by the committee when investigating who could be included. Examples of criteria include: The extent to which the activity meets the goals of the fair, credibility of the organization/group, and interactivity and ability to draw attention to the fair.

Health screenings are extremely effective primarily because people get to know more about themselves. Screenings can include health risk appraisals which are questionnaires designed to help people see the current preventable risks to their health, and methods to screen for health problems, such as blood pressure, cholesterol,

▼
Health Fairs

create a

festive

atmosphere

for health

education.

body composition, vision, hearing, and so on. Be aware that there are natural standards published by such agencies as the National Heart, Lung, and Blood Institute, that should be observed.

Implementing effective screenings requires the assistance of experienced health professionals who are qualified to perform screening,

counseling, referral and follow-up of abnormal results. Their equipment, such as for blood analyses of cholesterol should meet national standards and also maintain confidentiality. Screenings using local healthcare agencies generally are priced according to the number of individuals screened and the extent of services required.

Currently, the Michigan Department of Public Health is assisting to fund worksite wellness screenings (health risk appraisal, heart health, blood pressure, cholesterol) for companies with under 500 employees and requires grant applications. Additional contact can be made with local providers of care or organizations to provide other types of screenings, for example, vision screenings.

Active, sharp and interesting tabletop displays or larger displays that promote interaction, can be very effective. Always consider the demographics of your workforce. For example, if your business is located near a body of water and many people are avid sports enthusiasts, include water safety, CPR, and boating safety tips. For this same population, environmental risks to health such as pollutants may be of interest. If the workforce consists of a large percentage of young women, both single and married, consider booths on such topics as childrearing, child safety, children's health, women's health, managing dual career families, single parenting, skin care, smoking cessation,

weight management, exercise, fitness, healthy nutrition and the like.

Try to include ideas which would appeal to all facets of the organization. Many voluntary organizations within the community could be tapped to assist in providing booths, information, demonstrations, and programming. Many already have formats which have been tested and used in the community.

Other activities such as demonstrations, runs/walks, and multimedia presentations could be included. Tapping people with current interest within your organization to help organize these events helps to activate interest. Contact local and national organizations for ideas.

Publicizing the Fair

It's critical to start publicizing early. Stimulate interest by using your committee and by placing catchy slogans in company newsletters. Use posters, flyers or paycheck stuffers. Announce the fair and meetings. Make sure more than management is involved. Some companies have brought in actors who staged brief plays regarding health during lunchtime. Others have had crates of apples distributed with signs saying "It's coming!" to peak curiosity. Gather ideas from committee members and be innovative in your approach. You may consider a kickoff to start the event. Marketing of the program to employees is an essential component of planning a health fair. Make it visible and nonthreatening from the start and promote the effort as one geared to the health and welfare of the individual. Should you have screenings, report that confidentiality will be maintained.

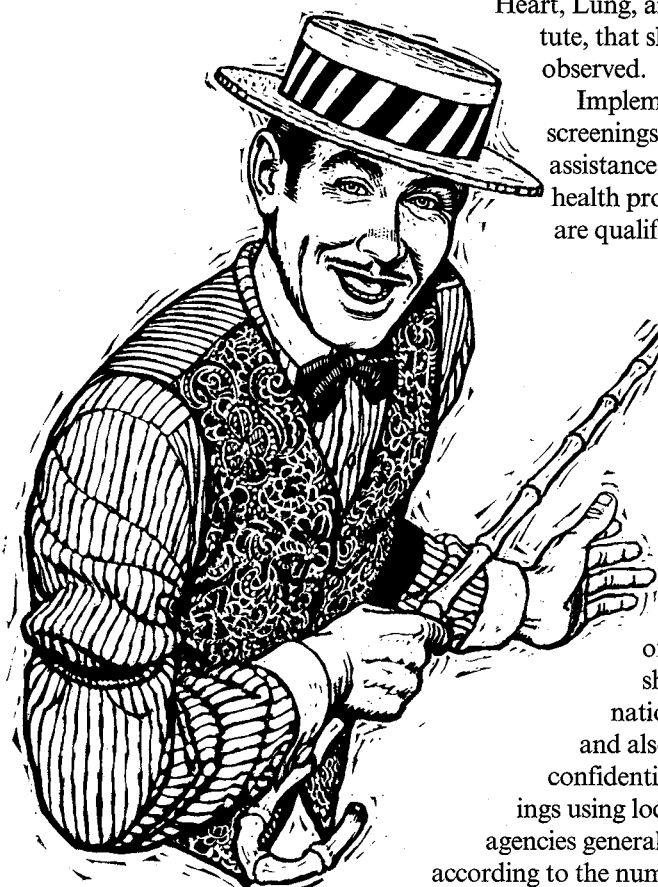
Securing Funds

When planning a budget for the fair, consider the timing of the event as well as the extent and length of time the fair will be held. Will this be held on work time? At lunch/break or off-hours? Who will it include? Budgeting for staff time—your own, your committee's, and the participants' should be included in the overall plan.

Publicity efforts should be initiated early and should be included in the budget as indicated earlier.

Should you include screenings, investigate what grants or funds in which you may be entitled. Your organization may also consider joint payment between the employees and the company for participation in certain screenings should the company be unable to fund the entire screening itself.

The fair should be attractive and should create



▼
Some companies have brought in actors who staged brief plays regarding health.

a festive, fair-like environment in the workplace. Delivering a well done fair does not have to be costly. Balloons, attractive table decorations and skirting for display tables create a pleasant atmosphere and encourages participation.

Evaluating its Effectiveness

Be sure that measures of success are established during your planning phase. Look at the processes you used as well as the outcomes. Gathering formal and informal feedback can be helpful to your assessment. An index card with questions to which participants can respond can be helpful. Include questions which gather information about potential future activities. Outcome measures can be assessed through follow-up questionnaires and attendance at future programs. Often-times it is through such evaluations and suggestions from participants that improvements are discovered for the following year.

Conclusion

Health fairs can be an effective method of promoting awareness within your organization of health promotion and disease prevention. It can impact the individual employee and stimulate the development of additional worksite health promotion efforts. It can serve to link resources within your organization and with other community agencies. Health fairs can be an enjoyable way of getting a serious point across. Work towards keeping the momentum you create with the fair going by providing other stimulating health-related programs which meet the needs of your employees.



Deborah M. Orloff, MPH, BSN, RN is Director of the Health Development Network at Botsford General Hospital in Farmington Hills, Michigan.

FOR NESRA MEMBERS

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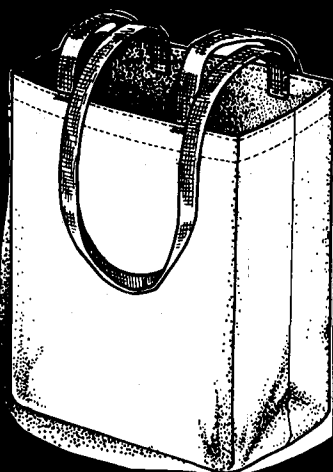
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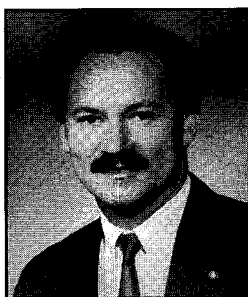
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I Hate Eating Crow

by John Felak, CESRA
NESRA Certification Chairman



▼
This recognition potential provided by NESRA can be an important tool to use in discussing your personal progress with management.

Fill out form on page 19 to request further information.

Eating crow can be a humiliating experience. It involves making a statement you stand behind with your reputation and have it fall flat on the floor. Nobody wants to eat crow. Maybe that's why some of you don't make the effort to take the certification exam to become either a Certified Employee Services and Recreation Administrator (CESRA) or a Recognized Volunteer Employee Services and Recreation Administrator (RVESRA). The risk of being told by your peers that you don't know enough about ES&R is just not worth the reward. Let me convince you that you're wrong.

The challenges each of us face in our jobs require our time, talent and attention to detail. Our programs are measured by the participation of our members and the worth management perceives it provides to their employees. As individuals, we are measured by the success of our programs, our staff and how we have not overspent our budget. If your company is concerned about you and your department, they have set goals for you to evaluate your progress. How many of you have included as one of your goals certification as a CESRA or RVESRA?

This recognition potential provided by NESRA can be an important tool to use in discussing your personal progress with management. The process involves a qualification system based on your background, experience and responsibilities. After submitting your application for certification, an essay type questionnaire is mailed to you, along with additional reading material to test your knowledge of ES&R. You have 90 days to complete the exam and return it to a group of your peers for review. This group is provided your answers, but not your name, to review and upon acceptance, you are certified. Only the Chairman of the Certification Committee and NESRA Headquarters are aware of your name until acceptance. You will then be recognized in *NESRA News* and at the Annual Conference following

your approval. It is a simple, yet effective method to reward your extra effort in your career.

I have heard many reasons why people don't make the effort. Some feel apprehensive about peers, deciding on your certification status. This reason holds absolutely no value. The committee looks for a well rounded knowledge of employee services, not whether you have mentioned all six items essential to a sound, overall program. We understand the variety of skills needed in each of our programs. Every ES&R department is different yet in some aspects, every ES&R program is the same. It is the similarities that is the heart of the exam and any person dedicated to their field will be comfortable in answering.

We each have so much to offer to NESRA and at least as much to receive. National recognition by qualifying for certification is one method that you can get something back for your dollar. I challenge each of you who are not certified to place that challenge in your personal goal setting session with your management. This attainable achievement will prove your commitment to your programs for the benefit of your company and its employees. I guarantee the process is painless. When completed, you will have an even greater understanding of employee services regardless of how long you have been involved and at what level you are currently employed.

The number of people certified as a CESRA or RVESRA is around 200, but the amount qualified are well above that. The more people who complete the process, the more value the recognition holds for all of us. Certification is a statement to your peers and your supervisors that the quality of your work is reflected by your involvement.

If you are currently certified, use this opportunity to convince just one other person that certification is worth the effort. My goal as Certification Chairman is 2000 certified by the year 2000. If we double our numbers every year, we will have reached our goal at NESRA's 56th Annual Conference in Chicago in 1997. Let's all do our part!! I hate eating crow.



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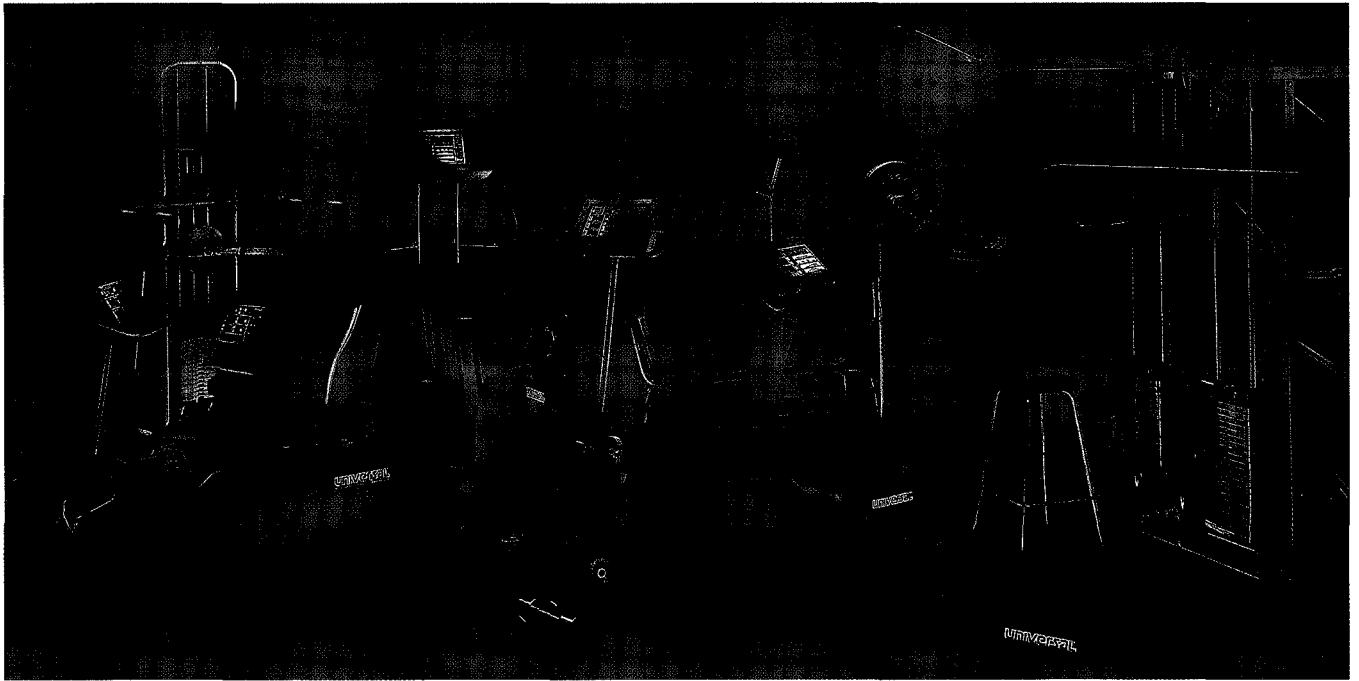
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Communication: A Two-Way Street

by Patrick B. Stinson
NESRA Executive Director



▼
**It's often
difficult to
encourage
employees to
offer feedback
on a regular
basis.**

Working in employee services and recreation, you understand the value of having a strong relationship with employees. You understand that not only do you have to provide information and services to employees but that employees must provide you with feedback regarding your performance. This way, you can adjust to employees' changing situations, their likes and dislikes. Sometimes you issue surveys and evaluation forms to get this information and other times you depend on less formal means of communication.

NESRA Headquarters acts similarly. We too provide information to our members, we too depend on both formal—evaluations, surveys—and informal—calls, grapevine—forms of communication. While we often solicit feedback from our members formally, we find some of the most rewarding and useful information comes to us via a spontaneous phone call or letter.

Of course, you know how difficult it is for employees to complete surveys and take action to purchase tickets, etc. before the deadline expires. It's not always easy to have employees do what they need to do to help you do your job. That's why it may be even more difficult to encourage them to practice informal communication. To have them call you every so often to share their views with you. To tell you what's working and what could be approached from a different angle. Imagine how much your program could benefit from such information. Imagine how much more in tune with your employees your program would be. Of course, it would be perfect if employees representing each cross section would develop such a relationship with you. We all know listening and responding to a few "squeaky wheels" can certainly skew your program.

Just as you and your program would benefit from such a strong informal communication network, so would NESRA. NESRA Head-

quarters would strengthen its ability to serve its members if members shared their thoughts about printed materials, chapter happenings, and conferences with NESRA Headquarters staff. Like you, we too send out a lot of information and more feedback from our membership would give us a better gauge of the effectiveness and usefulness of materials.

Just imagine how increased two-way communication can add to the greatness of your program and NESRA's services. Just as you would encourage your employees to offer suggestions, ideas and acknowledgement, encourage yourself to extend the same feedback to your association, NESRA.



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Employee Services Management

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ **Retail Makes A Change**

Retail automation is not just a cultural change, it is necessary for survival, says *Nation's Business*. Retailers and the suppliers of the goods they sell emphasize the competitive climate of the '90s requires new methods of doing business. All these methods, from quick response to cost reduction to Total Quality Management, require the latest in technology.

The first change is an automated point-of-sale system linked to inventory and accounting. By using scanners with bar codes, or touch-screen entry, you can assure that items are entered accurately, credit cards and checks are approved, and that you have data that can be analyzed.

The kiosk is another automation and is a natural extension of the touch screen used by clerks. The kiosk solves several problems: consistency (a clerk can't always be counted on to ask a customer if s/he wants something else), convenience (a machine is always there and is never tired), and availability of quality labor.

The kiosk would be paid for by the supplier, who might even pay the retailer

for the rental of the space under an arrangement similar to that for a vending machine.

▼ **The New White House**

There are many changes and new faces in the 103rd Congress, reports the *American Recreation Coalition*. The House Interior and Insular Affairs Committee is now the Natural Resources Committee. Congressman Bruce Vento stated that he expects President Clinton to follow through on his pledge to revitalize the Land and Water Conservation Fund. The Congressman also pointed out that there are tensions between Authorization and Appropriations Committees because of the recent cutbacks in services within the National Park Service in response to a lack of appropriated funds.

Congressman Vento pointed out that the biggest problem facing proposed recreation fees legislation, such as the, "America The Beautiful Passport Act," is ensuring that the fees go back into the areas from where they are collected.

The Congressman stated his priorities for this year include: 1) championing a Landmarks bill through Con-

gress which would in part reinvigorate the National Park Service; 2) passing the Heritage Trust Fund; 3) increasing responsiveness to state delegations concerning issues such as the Montana Wilderness Act and the CA Desert Bill; and 4) securing better management and protection of old growth forests in the Northwest.

▼ **Carpal Tunnel Jury Grants Award**

In one of the first jury trials of its kind, a jury in Seattle awarded \$1.1 million to a woman who claimed her employer discriminated against her because she suffered from repetitive strain injuries.

Although employees are usually prevented by state workers' compensation laws from suing their employers for injuries suffered on the job, in this case the plaintiff argued that her employer denied her reasonable breaks and a transfer to a job that required her less use of her hands, thus failing to provide reasonable accommodation of her disability.

While the jury did not find the company liable for her injuries—it was noted she started the job with mild

arthritis—the jury did find that the plaintiff was the victim of "negligent infliction of emotional injury" and that the company failed to provide reasonable accommodation of her disabilities.

▼ **Sale of Assets by Organizations**

Organizations exempt under section 501(c)(7) must pay tax on their unrelated business income which generally includes an organization's sale of land, says *Legal & Tax Letter*. However, section 512(a)(3)(D) provides an exception where an organization's gain on a sale of property used directly in the performance of its exempt function is not taxed if the organization timely (beginning one year before a sale and ending three years thereafter) purchases other property and uses it directly in the performance of its exempt function.

▼ **A Diabetic, Lunch & ADA**

If a diabetic refuses to take a lunch break on a regular basis and goes into diabetic seizures, is the company responsible? According to *HR News*, reasonable accommo-

dation must be requested by the person who has a disability. Assuming accommodation has been requested and arranged to the satisfaction of employer and employee, the employer has done its part and acted in good faith. In this case, the employer has given the employee time for regular meal breaks, and has met the requirements of the ADA.

The employer does not have the right nor the expertise to get involved in an employee's medical treatment. It is the employee's responsibility to take appropriate medical actions, and the employer cannot force or coerce the employee into good health habits.

The employer does have the right to require the same performance standards of the disabled employee as are required of other employees. When performance suffers, for whatever reason, the employer has the right to take appropriate disciplinary action.

▼ **Living Forever**

In experiments about common notions of life expectancy, scientists uncovered the first evidence suggesting there may be no inborn limit to how old people can grow, reports *The Wall Street Journal*.

These experiments could mean that especially fit and healthy people could survive beyond what is commonly believed to be the upper limit of human life, 85 to 100 years of age.

The question of whether there is a limit to human life

has been the subject of recent controversy among biologists and demographers. The debate has been fueled by the recent rise in the average U.S. lifespan. Demographers say that in 1950 the probability of a 65-year-old American reaching age 90 was 7 percent, but 40 years later the probability is 25 percent.

Scientists guess that biological changes in the extremely old may simply slow down the aging process. The researchers also said that the new finding doesn't mean humans can live decades beyond current averages, but instead suggests that given good health practices, the current life expectancy of about 75 years old may rise to 90 and 100 years in the foreseeable future.

▼ **Standards of Success**

People expect unvarying products and services, no matter how large or small the company, says *Courier* magazine. The first step to setting standards for your business is to break your company down into separate units. Start with two lists headed "External Factors" and "Internal Factors." Then separate the different areas of your business that affect the product your customer receives.

Look at each separate category on the list and decide on the criteria that you feel must be met for you to live up to your standards, within your company mission and goals.

Internal Standards: Your employees will do their best to live up to your expecta-

tions of them, however, too often they do not really know what your expectations are. Communicate your expectations.

You might list in the employee standards areas such as holidays, dress standards, how the phone should be answered (everyone in your company should answer the phone the same way), and what can and cannot be discussed about your business off the job.

External Standards: Suppliers will fall under this category. You must control your product. After you make the list of standards you want your external suppliers to adhere to, communicate those standards to the supplier. Have them sign a copy and return it with the contract. They should live up to your expectations, but it is your responsibility to let them know what the expectations are.

Standards mean satisfaction. They also save time and money—they just take a little up-front effort.

▼ **Computers and Homes**

Did you forget to turn off the air conditioner when you left for vacation? Call home on a touchtone phone and you can turn it off. A leading manufacturer has a 19-button remote control to program locks, thermostat, lights, and appliances for different times of the day, reports *American Demographics* magazine.


A temporary code will open a single door for restricted entry. Another button signals a customer service

center, which then calls medical authorities. Security lighting goes on during an alarm.

The strongest appeal for a total home automation system is dual-earner couples and single working people who need an electronic assistant to keep their home looking lived in when they are away. But as the number of elderly homeowners grows, it may catch on with people who are unable to perform basic household tasks by themselves.

▼ **Inexpensive Travel Guides**

Two different colleges have inexpensive travel guides. The 32-year-old, *Let's Go* series, written by Harvard students is printed on recycled paper and features pioneered travel writing from the penny-pinching perspective of students. The 15-volume, 15-nation series became so successful, the non-profit Student Agencies sold them to St. Martin's Press earlier this year, reports *USA Today*.

The newcomer, *The Berkeley Guides*, is a Fodor's series produced by an ethnic mix of students from the University of California-Berkeley. The first four of a projected 14 volumes, cover Eastern Europe, Mexico, California and the Pacific Northwest/Alaska. 

Successfully Manage Support

by Sue A. Potter, CESRA
and Jackie E. Sells

How do you gain top management's attention/support...ask for it. Too often, top management is perceived as being untouchable or unapproachable, yet we at Nationwide Insurance Companies, Columbus, Ohio found it quite the opposite. We started 12 years ago when our President was named General Chairman/Chief Executive Officer. Knowing he had previously been actively involved, we felt comfortable in asking for his continued involvement. We first check his availability with his secretary and plan our events around his schedule. We then personally ask for his involvement. Once he is on board, we then send an invitation to all top management. Of course, a portion of our invitation indicates the General Chairman/Chief Executive Officer is participating.

If you're lucky enough to work for top management executives who truly believe people come first, that the organization's success is directly dependent on its people, and that all employees should be given the opportunity to progress as far as their talents, dedication, and

energy can take them, then half the battle is already won.

Recognizing the Value of the Program

Experience shows that, once enlightened, management recognizes that programs designed to provide employees with opportunities for self-expression, personal growth, and a fuller life are in the organization's best interest, enlisting management's enthusiastic support for these programs is not that difficult. The key is to gain top management's attention, so that the advantages that flow from these kinds of activities are self-evident.

When it becomes clear that a wide spectrum of activities—including, but not limited to, craft fairs, visits to amusement parks, meetings of bridge, coin, and garden clubs, and participation in organization-sponsored sports teams—helps build morale and develop better understanding among all levels of employees, management's attention tends to become more focused. Success is its own

Gaining ment's



best sales representative, and the positive attitudes created and encouraged by these kinds of activities visibly serve to improve on-the-job productivity, a result that no management team is likely to overlook or minimize.

An important management school of thought suggests that leaders are not born, but are developed. If that is accurate—and many believe that it is—an organization's program of service and recreational activities, adequately organized and ably conducted, can play a key role in helping to identify and develop employee leadership potential. Beyond that, there is solid experiential reason to believe that leadership developed through these kinds of programs may well be the least costly means of identifying our future leaders.

At Nationwide, where our Activities Association will celebrate its 43rd birthday this year, we are convinced that the program is best administered by the employees themselves, with, of course, the help of some full-time professional coordinators and—needless to emphasize—the unflinching support of management. In offering

programs that serve both to generate a spirit of friendliness and unity among the membership and their families and to provide our employees with opportunities and incentives for self-expression and personal growth, we rely heavily on volunteerism. Over 800 volunteers help in various ways to promote our Activities Association to our 8,000 employees.

This approach puts human resources to work, willingly and creatively, and serves to help build a healthier and more productive community, of which we Nationwiders are an integral, and—we like to think—an irreplaceable part.

At Nationwide, we sincerely believe that the tradition of volunteering and the orientation toward the concerns of people lie at the very core of the 67 years of growth and success our enterprise has enjoyed. Our Activities Association has for 43 years experienced a success only made possible through the dedicated efforts of hundreds of volunteer employee-participants.

Looking at this premise from the other end of the telescope, top management's support of employees' service and recreational activities is indispensable to such a program's success. Most employees cannot help but notice when top management actively encourages participation in such a program—it grabs their attention, and the results are invariably, and predictably, far more impressive.

The Program

The Nationwide Insurance Activities Association (NIAA) offers a variety of programs conducted under five broad categories: Cultural

▼
**Our newly
 elected C.E.O.
 is actively in
 training with
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 compete in a
 fast pitch
 contest to
 benefit our
 Operation
 Feed
 Campaign.**

Council, Service Council, Sports Council, Wellness Center, and Special Events. A number of clubs, services, facilities, and events are sponsored during the year, such as: Art, bridge, camera, electronic, and stamp clubs, and the Nationaires, a popular choral group of over 100 voices; Children's Christmas Party, Family Movie Day, State Hospital Party, and Breakfast with the Easter Bunny (Service Council); running clubs, ski clubs, bike clubs, and men's and women's basketball, softball, and bowling teams (Sports Council); exercycles, treadmills, rowing machines, multi-station weight-training machines, and shower and dressing-room facilities (Wellness Center); and Baseball Night, Zoo Day, Vendor Fair, skating parties, dances, Service Recognition lunches and dinners, YMCA Day Camp, Craft Fair (Special Events); and many more.

Participating in Events

It helps, of course, when individual members of top management take a keen personal, participatory interest in some of these activities.

As indicated in the beginning, our current General Chairman has cooked and served hot dogs to employees during our Zoo Day Picnics. He also brings his entire family to such events. He has served cake to employees in support of our "Serving the United Way" campaign. For the past 12 years, he has been actively involved in our United Way program attended by all employees. The President of our Life Company never misses a chance to run competitively, often in association with our campaigns for donations to local or national charities.

Our newly elected C.E.O. is actively in training with employees to compete in a fast pitch contest to benefit our Operation Feed Campaign.

With that kind of personal endorsement and support, top management sends a clear signal to our employees, that the program is intended to be useful and enjoyable to the individual. If the end-result of all this organization and all this effort is that the employees perceive themselves as whole persons, enabled to pursue their physical, educational, cultural, service, and recreational goals, then we have surely put in place a program that pays rich dividends to its participants, to the organization, and to our community. Three out of three—that's not bad.

It's well worth noting that the advantages flowing from these kinds of service/recreational

programs are very much a two-way street. The special opportunities for growth and development provided to employees also benefit the organization in important ways. Management cannot but recognize that, as people get to know one another better, as they work (or play) in harmony toward a common objective, as they carry out activities jointly and in a relaxed and caring atmosphere, morale soars and self-confidence really takes wing. The build-up of both skills and confidence that is the natural result of these kinds of activities can only be of substantial benefit to both employee and employer.

Beyond that business-related benefit, let's also note—in the words of our General Chairman, John E. Fisher—"Working is just one dimension of a full, productive life." Certainly, a paycheck is essential—we all have to support our families, educate our children, save for our old age, and all the rest—but spending free time in constructive activities has also been shown to be critical to an individual's health and well-being.

Examples of Management Support

Nor should we lose sight of the impact on the community of the many selfless, tireless hours contributed by volunteer groups that serve as a source of strength for the community. In more ways than can be easily described, an organization's activities association acts as a center of gravity helping the corps of employees hold together in a positive and caring fashion.

A few representative examples easily demonstrate the validity of this relationship with the community. At Nationwide, the annual United Way campaign is an event vigorously supported by our employees—year after year, we set new records for giving, and year after year we are the largest corporate donor in Central Ohio, and a national leader. Needless to say, there is no coercion whatsoever, but through leadership at all levels of the organization our employees are afforded the opportunity to be the kind of good citizens they want to be.

Another example is blood-lending. Year after year, our employees are number-one in the state of Ohio for sharing the gift of life with their blood donations. Last year, our employees' contribution of 10,861 pints ranked our organization as the number-one corporate site donor in the nation within the Red Cross system.

Employees are given time during working hours to donate. To show top management sup-

port, these employees are given a half day off and a free meal ticket to our cafeteria. If the employees participate as often as possible throughout the year, they can accumulate an additional three days of vacation. Management also shows their support by donating blood along with the employees. The General Chairman and Chief Executive Officer and Presidents show their support by attending our annual Gallon Club Luncheon to recognize our 1-5-10 and above Gallon Club members, of which there are over 600. Top management has also recently approved, and plans are being made, to have a permanent Red Cross Blood Donation Site within our building where blood donations will be given daily instead of every eight weeks.

And one more illustration: Over the past 11 years, Nationwide employees have contributed over 16 million food items to the community Operation Feed campaign, and in 1992 provided 20 percent of the total Franklin County contribution. We feel this commitment to help supply food pantries throughout the county and feed the hungry entails considerable human and financial resources, and is carried out by our people as truly a labor of love.

In support of this program, top management allows employees to pay to "dress down" every Friday. During 1992 over \$150,000 was collected to have the privilege to "dress down" and help the hungry of our community. Officers also support this program by having an officers' "dress down" day and an officers' night at the Mid-Ohio Food Bank. This event, recently held, collected \$20,000 to kick off our 1993 campaign.

Among the employee "outreach" programs at Nationwide, one that has drawn considerable attention around the community is a literacy program. A number of our people have opted to associate themselves with this activity, to undergo voluntary training as literacy tutors, and to then teach reading skills to some of the too-many adults who have somehow missed out, along the way.

Our Activities Association subsidizes the tutor class fees, and our tutors use Nationwide facilities in teaching their students. We understand that a number of NESRA-affiliated enterprises are fighting this literacy battle alongside us, and we certainly applaud that.

What a gift this is! What a brand new world it must open up to those who have never learned to read. Small wonder, also, that our literacy tutor program is one of the favorites of our current General Chairman.

His other special favorite is our "Clown Corps." Volunteers dress in clown costumes and visit Columbus' famous Children's Hospital (as well as nursing homes and schools), to entertain children and senior citizens, to put smiles on the faces of those who at times find it very difficult to smile. Our Clown Corps consists of Nationwide employees and includes some of their children, ages 8-15, in an associated "Cadet Clown Corps." They use laughter to help chase away pain, depression, and loneliness.

Conclusion

All these activities, and more, are part of a long-standing commitment, by both top management and our Nationwide corps of employees, to support with enthusiasm programs designed to provide opportunities for self-expression, personal growth, inner satisfaction, and a fuller life.

To put human resources to a creative use in this way is actually good business—and that does grab management's attention! A happy, healthy, enthusiastic workforce is key to successful business operations. Our experience clearly indicates that these kinds of programs not only build morale and develop better understanding and communication among employees at all levels—they also serve to create positive attitudes that help improve on-the-job productivity.

And, as indicated earlier, these kinds of programs, and the efforts we all exert to make them work well, pay off for our community, as well.

Perhaps it is not really stretching the point at all to suggest that in these efforts to help people...to provide them a fuller, more enriched life...to teach them to read...to make them laugh away their sorrows, even if only for a day...to keep them physically fit and mentally alert...perhaps we are justified in the feeling that in these efforts we are all helping to make our world a better place.

How Do You Gain Top Management Support...Ask For It!



Sue A. Potter, CESRA, is human resources services manager and Jackie E. Sells is human resources services supervisor at Nationwide Insurance Company in Columbus, Ohio. Nationwide Insurance was the 1989 Eastwood Award winner and the 1990 Employer of the Year winner.

▼
We understand that a number of NESRA-affiliated enterprises are fighting this battle alongside us, and we certainly applaud that.

Enjoy the Games *Without* The Pains



by James M. Yasinow

Charlie stood a few steps off second base, heading towards third. Two outs. Score tied. Last of the seventh inning in his company's softball league game, and his buddy Brad was at the plate.

With the count three and two, the pitcher would put the next one in the strike zone. As the ball arched toward the plate, Charlie saw Brad eager to swing. Crack! Brad laced a clean single to left field. Charlie raced around third base. The left fielder had a good arm and it was going to be a close play at the plate. The crowd was cheering him on. Ten feet from the plate, he saw the catcher crouched, awaiting the throw.

Charlie slid hard, and as his shoe caught in the dirt, he heard a sound, like the breaking of a piece of wood. He lay across home plate, unable to rise. His season was over. A broken leg.

How often have you seen a fellow employee on crutches, with his/her arm in a sling, wearing a knee or neck brace, bandages, or otherwise experiencing some discomfort due to a sports injury?

Common sense and foresight can help prevent many sports injuries, or at least improve your odds of avoiding them. What to do? Here are some time-tested tips to improve your sports safety record:

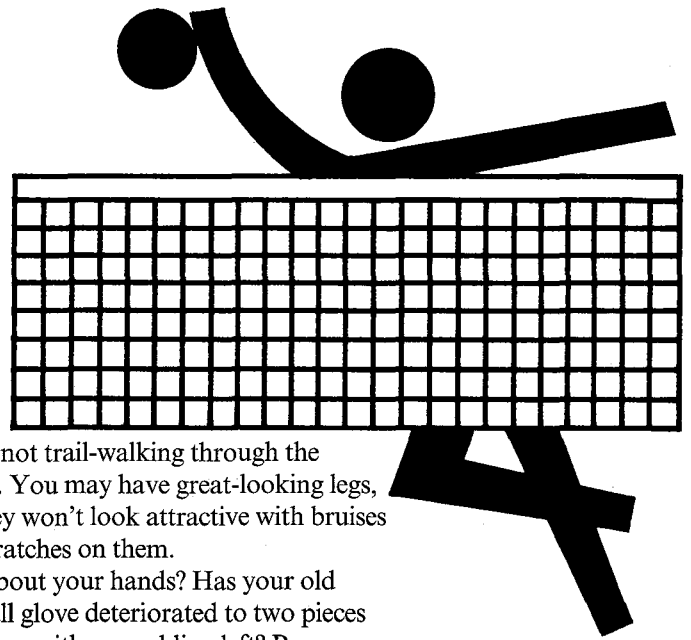
1. Check your equipment, whether it's softball, racquetball, volleyball, basketball, bowling, etc. Start at the bottom. What do the soles of your shoes look like? A lot of people never even look. Sneakers wear out, even expensive ones. And worn soles are like bald tires—they don't provide proper traction or stopping action. When you slip or slide on a smooth surface, you're asking your legs to recover quickly from something your muscles weren't prepared for, and that can lead to muscle strain or worse.
2. Although most sports footwear comes with laces, some are sporting Velcro closures. Laced properly, shoes provide good foot support. However, it's easy to trip over an untied shoe lace. If you find yourself having to retie your laces often, either double-tie them or buy new ones.
3. What do you put on your feet besides shoes? The worn socks, or the comfortable cushioned socks that can help prevent the calluses and sore feet people complain about so often. When you buy shoes for any sport, try them on wearing the kind of socks you'll wear with them. If a shoe feels comfortable and you're wearing thin socks, you will likely feel uncomfortably cramped if you wear them with thick, cushioned socks.
4. How do you protect your legs? Wear pants. Shorts are fine if you're not going to slide, or

you're not trail-walking through the woods. You may have great-looking legs, but they won't look attractive with bruises and scratches on them.

5. What about your hands? Has your old baseball glove deteriorated to two pieces of leather with no padding left? Be sure your glove still protects. Watch the pros. Baseball stars wear batting gloves for better grip and bat control. Golfers wear gloves for better club control. Even garden gloves help in holding shovels, etc.
6. Grip control is important for all racquet sports. If you don't wear a glove for tennis, make sure your racquet grip hasn't worn smooth. Replaceable grips are inexpensive, so don't let a loose grip spoil your game.
7. Do you play outdoors? You may think it's chic or macho not to wear a hat, but you shouldn't need a reminder of what long exposure to the sun can do to your skin. The American Cancer Society has lots of sobering statistics about that. And if you're involved in any activity that can involve head contact, wear a helmet. Enough said.

Up to this point, we've talked about protecting your bony body parts—feet, legs, hands, head. What about your muscles? A broken leg often heals faster than a torn muscle, so what's a one-word safety tip on muscle protection?

8. Stretch! Ever notice what pro athletes do before a baseball, soccer or football game? They stretch. Slowly. Suddenly calling on an unstretched leg or arm muscle to perform quick action in a sport can result in the kind of pain, strain or sprain you don't want to remember. Stretching exercises are easy, but many people forget to do them. So whatever sport you're involved in, stretch before you start.
9. Do it daily. You know that habits are hard to break, like biting your nails or smoking, but it can be done. So develop some good habits, like exercising daily. If you're





Exercising

daily will

make you

more limber

and less

likely to

experience

muscle

strain.

up early, turn on your TV, and tune in to an exercise show. You may not look like those exercise gurus, but you will find you're more limber, and less likely to experience muscle strain in your sport of choice.


10. Check your field of action. If it's softball, is the field dusty, muddy, clogged with debris on the basepaths? In our earlier example, when Charlie broke his leg sliding, the condition of the field played a major part in causing his injury. If the field isn't safe, don't slide. Basketball, tennis and racquetball court surfaces, even bowling alleys, often have dangerous, slippery or sticky spots that are just accidents waiting to happen.

11. We've talked a lot about pre-action planning to prevent sports injuries. But despite all your preventive measures, accidents do happen. What then? Having a first-aid kit on hand can often be a quick fix for simple cuts, bumps and bruises. An antiseptic and a bandage will help prevent infection, but if you don't have them handy they won't do

you any good. An early application of ice or cold compresses will retard swelling.

12. Know where medical help is available. Where are the nearest emergency care facilities? Where's the nearest telephone? In extreme cases, call 911. In team sports, your team captains should certainly be prepared to direct prompt action when needed.

13. Above all, use common sense when participating in sports. If you have a poor sense of balance, don't try downhill skiing without taking lessons. Or ice skating or hockey if you've got weak ankles.

And if you've got a team member who is accident-prone, encourage that person to consider being the team cheerleader instead. You don't want to discourage anyone from participating in sports, but some screening to find the right sport for the right person may help you make someone happier and also contribute to sports safety. 

Jim Yasinow is corporate manager, employee activities, American Greetings Corp., Cleveland, Ohio.



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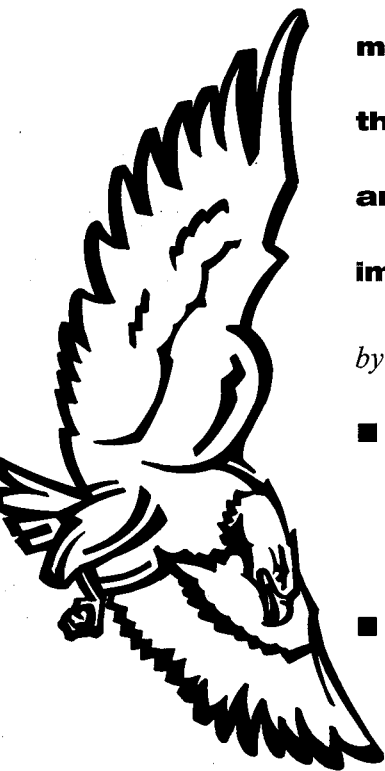
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Green Employees Direct **Wildlife Programs at Work**

Employees can work with one of several environmental groups to develop an environmental project that will support wildlife, boost employee morale and teamwork and enhance the company's public image.

by Christel Cothran



- Du Pont employees at the Seaford, Delaware plant volunteered in record numbers to participate in the development of an interactive nature trail that includes two loops, one 2-1/8 miles and the other 1-1/4 miles and is open to the public.
- In Rockdale, Texas at Alcoa's site, employees anxiously await the honey harvest from beehives located on-site and managed by local beekeepers. Free fresh honey sweetens employee interest in the wildlife enhancement plan that includes forest management and the recreation of the Native Texas prairie.
- Consumers Power employees in West Olive, Michigan play a key role in projects protecting sand dune habitat and in building nest boxes for bats.
- Volunteers from John Deere's Waterloo, Iowa plant created a partnership with a local middle school involving children with behavioral problems in projects benefiting the environment. Wildlife enhancement activities include construction of vegetative prairie markers and nesting boxes, staking ground for each student's educational use, and planting trees to act as wildlife corridors.
- Members of GE's Conservation Club at the Medical Systems plant in Waukesha, Wisconsin work with Boy Scouts and the Wisconsin Department of Natural Resources on projects that have included establishing rearing sites for trumpeter swan cygnets and restoring a forested area by planting 3,000 white pine seedlings.
- In Courtwright, Ontario, ICI Nitrogen Products Lambton Works employees volunteered their efforts planting a garden for butterflies and hummingbirds, and

constructing and placing 55 bluebird nest boxes, eight wood duck nest boxes and a kestrel box.

These are just a sampling of employee wildlife projects developed by employees and environmental groups throughout the world.

The Programs

Long-term programs provide the greatest benefit to wildlife, have positive impact on species populations and encourage bio-diversity. In order to assure continuity in management plans, build pride and create ownership, provide the necessary manpower, and keep costs low, employee and community involvement are a must. Employee groups can work with local foresters or one of several environmental groups to develop an environmental project that will support wildlife, boost employee morale and teamwork and enhance the company's public image.

Joyce Kelly, executive director of Wildlife Habitat Enhancement Council (WHEC), an international nonprofit apolitical organization that works with private and corporate landowners for the benefit of wildlife, believes providing employees with the means to implement their own projects and giving them access to expertise, ensures an ongoing interest in the program. "If the habitat management plan is solely corporate driven, it is just one more corporate program. Including employees in the planning process and enabling them to generate their own habitat project gives them a feeling of ownership."

Whether it's monitoring nest boxes or jogging along the nature trail, employees are interested in making their programs work and their environment better.

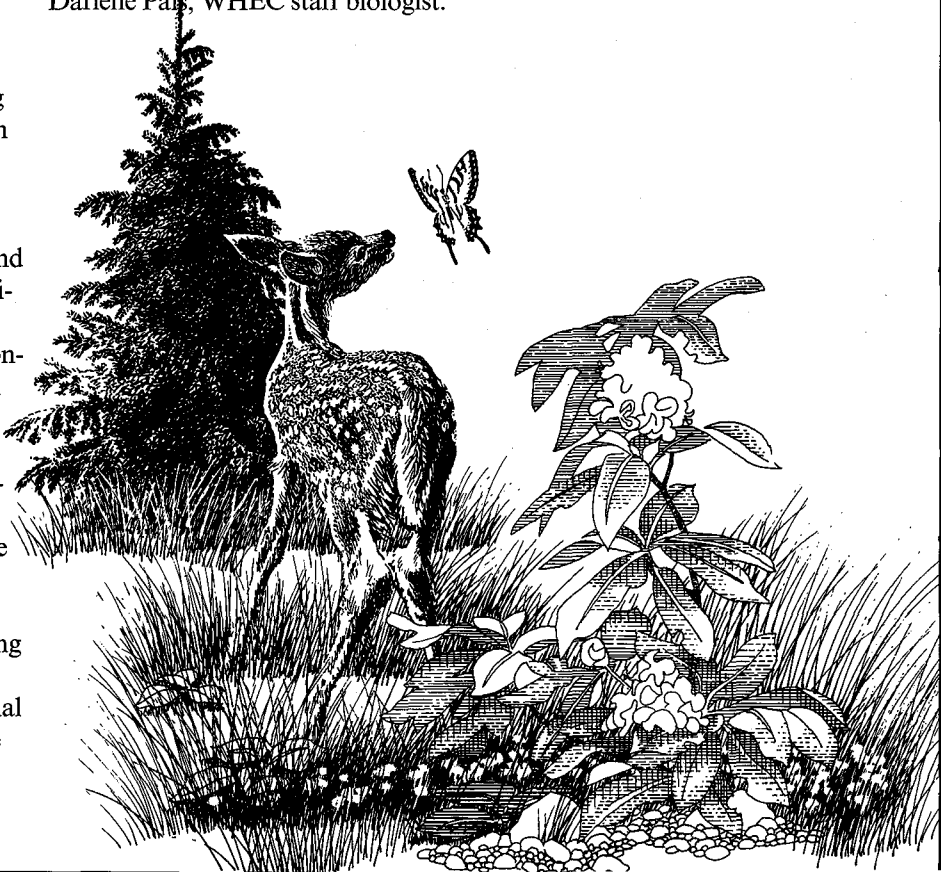
Some employee driven programs qualify for certification by WHEC or other organizations and a listing in an international registry. WHEC certified sites must document environmentally sound and beneficial programs and demonstrate environmentally responsible stewardship. Currently, 101 sites are certified by WHEC worldwide. Kelly praises the employee commitment that the sites represent, "Certification requires extensive documentation, each site certified represents hours of volunteer time monitoring and managing wildlife habitat. The volunteers take pride in their programs. At one certified site the sign announcing their certification is larger than the sign identifying the facility."

Oftentimes, all it takes to get started is an initial site visit by a biologist or representative from the

organization you choose to work with.

Biologists enjoy working with employees to identify potential programs. Usually walking out on-site with a biologist is something of a revelation. Most wildlife doesn't come out between nine and five. So, when the biologist starts pointing to tracks, browse marks, dens or other signs left by raccoons, owls, deer, or fox, they are generally surprised at the quantity of wildlife already on-site and the many options available for enhancement programs.

Choose to work with an organization that will not only come out for a visit, but will develop an extensive site report—identifying native species, habitat enhancement opportunities, and local resources for expertise and involvement in enhancement programs. Oftentimes these organizations like to keep the employee committee's initial projects small and manageable. One biologist likes to recommend a project with quick results, "Wildlife is very responsive to habitat changes. Most people are familiar with the devastating effects removing a habitat component can have on a species, but species also respond quickly when a missing component is added to improve their habitat." A quick success spurs enthusiasm and encourages the wildlife committee to bigger and more ambitious projects. "Enthusiasm and interest grow all through the process. At some point, the wildlife project changes from a corporate program to an employee benefit," says Darlene Parr, WHEC staff biologist.





The Benefits

That metamorphosis from "corporate program" to "employee benefit" is not just marketing propaganda. Generally, by the time the committee is up and running, somewhere in the process of developing the first wildlife project, employees have accepted responsibility for the program, are making decisions, and taking initiatives to spread the word and ensure the committee's success. The gratification of seeing bluebirds hatch, wildflowers blooming, or a wild turkey hen leading a brood where there was no previous evidence of wildlife generates excitement throughout the facility.

Higher employee morale can translate into real value for corporations, fewer sick days, lower turnover, and lower costs in hiring and recruitment.

Wade Hughes of Portland Aluminum believes improved employee involvement in such things as trouble-shooting and waste minimization programs are additional benefits of wildlife projects. "When people see the clear demonstration of our commitment to sound environmental practices, they know the company cares and they want to become part of it. Their own commitment then materializes in the search for improved efficiencies within the process as well as involvement with the wildlife projects themselves," says Hughes.

Wildlife committees generally attract a cross section of the corporate ladder from worker, secretary and lineman through middle and upper management including all departments and divisions. It's best to develop representative wildlife committees. The process spreads interest in the wildlife enhancement projects and also prevents the program from being driven by one specific division or interest group. Many organizations, like Browning-Ferris Industries (BFI), develop subcommittees for small projects, finding that committee members interested in building wood duck boxes may not be as enthusiastic about planning and creating habitat for hummingbirds.

People involved in the programs and working on committees include outdoor enthusiasts, bird watchers, conservationists, hunters, anglers, and others who enjoy the outdoors. Because wildlife projects require long-term commitment and team involvement, employees are able to develop relationships outside their specific division or management level in the organization. The educational benefits extend beyond wildlife habitat issues to include developing employees with a better understanding of the

goals of the corporation and how each division contributes to the whole.

Improved communication between departments can be a catalyst for eliminating barriers. Management and labor working side by side on a wildlife project can lead to better cooperation during the workday, teamwork, and increased productivity. Dillingham agrees, "Every opportunity to find common ground between labor and management works toward better relations and improved cooperation."

Wildlife programs usually involve community resources to provide local expertise and assistance in developing programs. Scout troops, conservation groups, local bird watchers, and retirees are all tapped for information, assistance, and participation. Not only does community involvement generate support and acceptance of proposed projects, it disseminates information, and extends ownership of the program. If the local Audubon Society is conducting bird species inventories on corporate property, credibility of the corporate program is increased.

Conclusion

Each facet of the wildlife enhancement program builds onto the next in an upward spiral of efficiencies—successful wildlife habitat, improved employee morale, greater profitability, increased community involvement, enhanced corporate image—and creates a synergy for the corporation far exceeding the initial investment.

Christel Cothran is the director of communications for The Wildlife Habitat Enhancement Council in Silver Spring, Maryland.



For more information on employee wildlife programs and corporate opportunities to support wildlife on their grounds, please contact:

The Wildlife Habitat Enhancement Council
1010 Wayne Avenue, Suite 920
Silver Spring, MD 20910
(301) 588-8994

Or contact your local

- Forest Preserve District
- Bird Watchers Organization
- Conservation Groups
- Zoos

▼
The gratification of seeing bluebirds hatch where there was no previous evidence of wildlife generates excitement throughout the facility.



Western Region 42nd Conference and Exhibit

**September 16-19, 1993
Hyatt Regency at Gainey Ranch**

Plan to have four days of valuable learning experiences as well as tons of fun. Pre- and post-conference trips will be offered. Also, tennis and golf are available on site.

Registration cost is \$180.00 (\$200.00 after August 1, 1993) including:

- 3 Breakfasts**
- 2 Lunches**
- 2 Dinners with Entertainment**
- Registration for all Learning Sessions and Exhibit Hall**

Room rates are \$90 single/double

For more information, contact any of the following:

**Ron Smith
Conference Chairman
City of Glendale
5850 W. Glendale
Glendale, AZ 85301
(602) 435-4508**

**Mary Smith
Registration Chairman
Safeway
P.O. Box 680
Phoenix, AZ 85001
(602) 894-4257**

**John Bonner
Exhibit Chairman
Phoenix Parks & Recreation
17642 N. 40th Street
Phoenix, AZ 85032
(602) 262-6696**

A Changing Climate

by Karen G. Beagley

a. Laurie Bready actively participates in a discussion. b. 1993 Employer of the Year Martin Goland, President, Southwest Research Institute, poses with Brenda Robbins, who nominated him for the award. c. Attendees collect bags of goodies in the Exhibit Hall. d. Shamu pals around with NESRA members at Busch Gardens.



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Employee Services and Recreation professionals participated in workshops, learned from speakers and networked with their peers at NESRA's 52nd Annual Conference and Exhibit held April 14-18, 1993 at Saddlebrook Resort at Tampa Bay, Florida. Attendance at NESRA's 1993 Conference topped last year's conference by 20 percent!

For five days, attendees collected new and valuable information from the wide assortment of workshops, discussions, educational sessions and general sessions. This year, the Exhibit Hall sold out in record time. NESRA suppliers lavished attendees with a vast array of employee discounts and products.

Several firsts were accomplished at NESRA's 52nd Annual Conference and Exhibit. NESRA offered ES&R professionals working in hospitals their own discussion groups to focus on topics relevant to their work environments. Chapter Rap Sessions were held to allow NESRA's chapters to learn and grow from each other.

For the first time at a NESRA national con-

ference, attendees' name badges were bar coded for easy scanning of their names as they entered each event. The scanning served a two-fold purpose. It took the place of a ticket system for meals and social functions. In the past, many conference participants would lose or forget their tickets before an event. The bar codes allowed easy control over letting people into the functions without having to collect tickets.

The bar code scanning, implemented by Arnold Maler, also allowed NESRA Headquarters to obtain a count of people attending each meeting, general session, workshop, and social event. It will enable NESRA to more accurately plan for future conferences. Maler generated a final report telling the conference planners which sessions were highly attended. It follows that those sessions with high attendance are topics of vital interest to NESRA's members.

General Sessions

General Sessions at NESRA's conferences are not just informative but also very entertaining. Valerie Prosser, USF Activities, St. Petersburg,



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FL enjoyed the general sessions. She said, "Wonderful experience—loved Rodriguez and Groppe. Good job planning the conference."

Dr. Jack Groppe, executive vice president, Loehr-Groppe/Saddlebrook Sport Science Center, opened the conference on Thursday with his pep talk on "Mental Toughness." Dr. Jack told attendees how to reach their "Ideal Performance State." He offered a formula for performance: "Skill + Talent + Mental Toughness = Performance." Groppe said, "One of the biggest causes of stress is the constant seeking of self-improvement. If people can't learn to have fun they can't learn to perform."

On Friday, Dallas Salisbury, president, Employee Benefit Research Institute, Washington, D.C., provided information on "Trends in Benefits." Salisbury says, "A successful benefit program today is one that provides a high volume of employees with the benefits without a tremendous amount of expense. Lots of states are providing health-care based on an average which affects the way we will all provide health care in the future."

Santiago Rodriguez, manager, multicultural

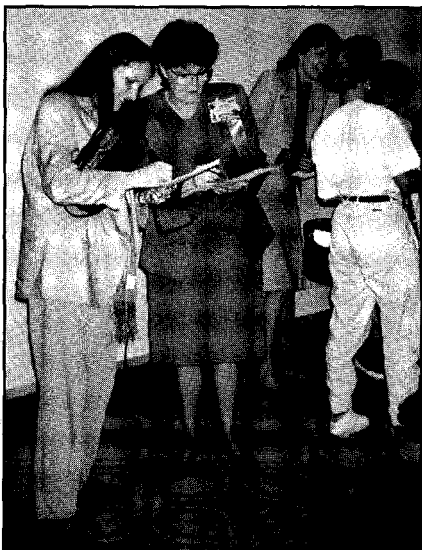
programs, Apple Computers, Inc., Cupertino, CA, started Saturday morning off with his presentation, "Multiculturalism: A Third-Generation Approach to Managing Diversity."

"Managing multiculturalism as a concept and program presumes that people are indeed different. They are different precisely because they belong to a myriad of cultural groupings. Rather than ignoring those differences, it is vital for organizations to harness that difference from a management perspective to gain a valued additional dimension in the way business is conducted," explained Rodriguez.

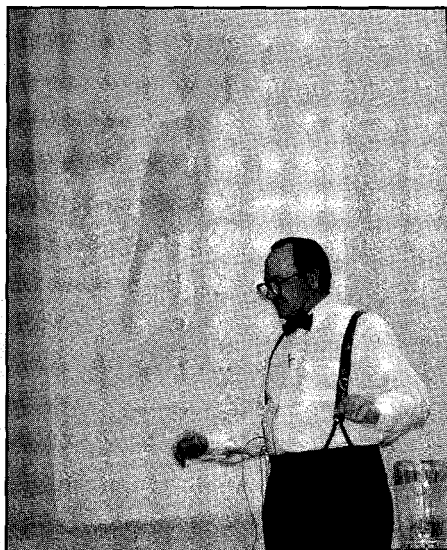
Most attendees will agree that Sunday's session, "Recreation Business: Risky Business," presented by Anthony Marshall, J.D., dean of the School of Hospitality Management of Florida International University, North Miami, FL was certainly the grand finale of the educational sessions. Through anecdotes, including cross-examining NESRA Executive Director Patrick Stinson, Marshall relayed the legal dos and don'ts of holding recreation activities. "Negligence is doing a dumb thing. Courts don't give



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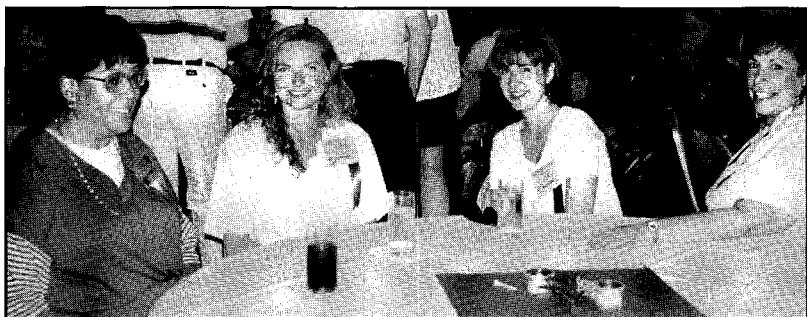


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e. Attendees take advantage of several networking opportunities. f. Anthony Marshall, J.D., says recreation managers should not keep their head in the sand when it comes to liability. g. NESRA President Dave Baker, CESRA and NESRA Immediate Past President Scott Baker, CESRA anxiously await the next general session. h. Randy Schools is caught by surprise when he wins the 1993 NESRA Distinguished Service Award. i. Rudy Sotelo, from NESRA of San Antonio congratulates Manuel Almaguer on winning a gift certificate in the door prizes.



j. Attendees enjoy being entertained while they learn. k. NESRA Board Members took the opportunity to offer advice to first timers at the First Timers' Reception. l. "Marilyn Monroe" charms Reggie Parker at a memorable bash hosted by Universal Studios.

money to people who hurt themselves. They will reward money to people who get hurt by others," announced Marshall.

Workshops, Discussions, Sessions and Swap Shop

ES&R professionals had the option to choose from several concurrent sessions and three different tracks: Chapter Track, Employee Store Track and Fitness/Health Track. Those who attended the Chapter Track focused on the following topics: How A Chapter Can Survive an Audit, Leadership Development in the Volunteer World, Reverse Vendor Fair, Membership Development and Monthly Meetings. They even participated in a "Chapter Rap Session" where anything and everything was discussed.

Employee Store Track participants learned about, How to Sell the Unsellable, Payroll Deduction, Providing Superior Customer Service, Merchandising to Achieve Maximum Results, Increasing Profitability and Creating a Mail Order/Catalog Program.

Topics in the Fitness/Health Track included: Developing a Corporate Wellness Program, Enticing Employees to Stay Healthy, The Role of Fitness in Total Quality Management, Self Defense as a Component of Wellness, Beyond the Basics: New Directions in Wellness and An Open Forum on Health Fairs.

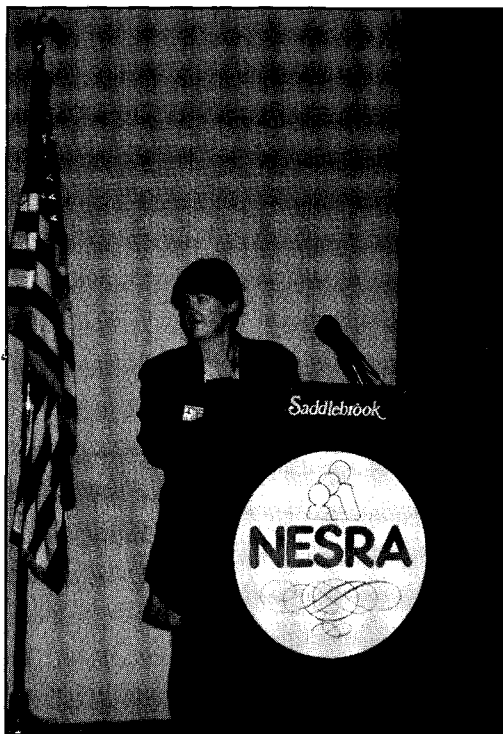
NESRA members took advantage of numer-

ous opportunities to network during educational sessions, workshops and discussions. Some of the concurrent sessions offered were, Setting Organizational Goals to Maximize Productivity, How to Start a Travel Program, The Effective Employee Caregiver, Recycling Programs and Facility Design & ADA. Many attendees enjoyed the variety of activities. John Rath, Frito Lay, Inc., Plano, Texas, wrote, "Thanks for the right balance of time to network versus the educational sessions and exhibit hall as well as personal time."

The ever popular Swap Shop is a source for NESRA members to share their pride in their own printed employee handbooks, calendars, catalogs, brochures and flyers, which they make available to their peers to take home and use as references for future projects. Three tables were filled with printed pieces so attendees could take home plenty of samples.

Management Luncheon

On Friday, NESRA honored its 1993 Employer of the Year, Martin Goland, President, Southwest Research Institute, San Antonio, TX and also presented its national and chapter awards and new CESRAs and RVESRAs. Under a tent in the Florida sunshine, Mr. Goland accepted NESRA's 1993 Employer of the Year Award. "Of all the awards that I could possibly receive, I treasure this one the most," said Goland, who continued, "I value it so much because it comes



through the initiative of the employees of Southwest Research Institute, people with whom I work every day."

Mr. Goland further added, "It is essential, in my view, that the leadership of the organization care about its employees, that it demonstrates its capability to warrant the confidence of the staff to lead and, above all, that all members of the family are treated equally and fairly. As I see it, a key part of NESRA's important work is the promotion and preservation of the human element in the workplace."

Exhibit Hall

Huge numbers of exhibitors came out to entice NESRA members to view their products. Two exhibit halls were filled and every product and discount program imaginable were on display. NESRA members could on three afternoons visit with the exhibitors and learn about the products and discount programs. "The exhibit sessions I attended were great. I was able to tap into some new suppliers. A terrific program overall," said Bev Weager, Bechtel, San Francisco, CA.

Social Events

On Wednesday, The Tampa Bay/Suncoast Chapter welcomed attendees with an extensive array of food and drink at their hospitality suite. NESRA of San Antonio hosted a hospitality suite on Thursday night to give the guests a sampling of

what is meant by "Southern Hospitality." The event pumped up the group for the chapter's hosting of next year's conference.

At Busch Gardens on Thursday evening, sunny Florida did not live up to its name as attendees donned ponchos and walked through the rain. Despite the weather, Busch treated guests to dinner and fine entertainment.

Friday night Universal Studios provided more than entertainment. After a lavish buffet dinner, "Marilyn Monroe" sang while flirting with the crowd, "The Blues Brothers" performed their famous songs and dances, "Beetlejuice" delivered one joke after another and a host of other "celebrities" entertained guests.

Walt Disney's Magic Kingdom Club sponsored Saturday night's President's Dinner honoring Past President Scott Baker, CESRA. Guests danced the night away to a tropical band and visited with Mickey and Minnie Mouse.

On Sunday morning, attendees relaxed with their new friends during the closing brunch where loads of door prizes were given away. NESRA of San Antonio presented a video showcasing the sites of San Antonio, TX. It looks like next year's conference will be better than ever. So make your plans to attend NESRA's 53rd Annual Conference and Exhibit, May 4-8, 1994 at the Hyatt Regency Hill Country, San Antonio, TX.

m. Conference Chair Cindy Jameson looks on as she introduces the opening speaker, Dr. Jack Groppe. n. Karyn Evens and friends enjoy the warm climate and the beautiful surroundings of Saddlebrook Resort.

o. Small group discussions were great opportunities for attendees to get to know each other.

Photos compliments of Qualex Inc.

National Employee Services and Recreation Association

Dear NESRA Members,

On behalf of the NESRA Board of Directors, I am pleased to present our Association's Annual Report for 1992.

As always, the year had its share of challenges and opportunities for both the Association and its individual members. We continued to face an uncertain, less-than-robust economy that affected us personally and professionally. The title of our new video, "NESRA: Now More Than Ever," appropriately summed up the significance of employee services and recreation to the workforce in these difficult times.

Increasingly it is necessary to enhance and enlarge the impact of NESRA's resources and services and to be responsive to the needs of our membership. We must continue to provide value-added services that contribute to the productivity and efficiency of business and industry as we compete in today's complex world marketplace.

Before I offer some of the NESRA accomplishments from last year, the Board of Directors joins me in thanking you for your contributions during 1992 and encourages you to continue to enhance your employees' quality of life.

1992 NESRA Highlights

- The NESRA Headquarters staff relocated from their elementary school site offices to a modern office complex in Oak Brook, Illinois. The December move was a definite improvement from their previous surroundings.
- An internal public relations plan was compiled which included member communication networks, upgrading of internal publications, new external resources printed as well as the production and distribution of the NESRA video.
- The concept of a NESRA Field Office was finalized and put into place by year-end staffed by Past President Phyllis Smith, CESRA, and assisted by Past President Bob Pindroh, CESRA.
- An educationally and financially successful conference was held in Nashville.
- The chapter liability insurance program was initiated.
- Three new publications were offered: *Employee Store*, *Management Resource Kit*, *The*

Complete Elder Care Planner and Special Events: Inside & Out.

- Nine new CESRAs and RVESRAs were certified.

Membership Report

NESRA experienced a 2.5 percent growth in 1992; as opposed to no growth in 1991. NESRA's total membership was 4,566 while the number of organizational members increased to 2,817.

During the year, new NESRA chapters were chartered in Baltimore, Maryland; Charlotte, North Carolina; Ventura County, California; and Ft. Lauderdale/Miami, Florida.

Sincerely,



Dave Baker, CESRA
NESRA President

1992 Annual Report

STATEMENT OF ASSETS, LIABILITIES AND FUND BALANCE DECEMBER, 1992 AND 1991 AUDITED

	1992	1991
ASSETS		
CURRENT ASSETS		
Cash	\$280,565	\$227,692
Accounts Receivable	17,560	12,832
Prepaid Expenses	17,411	18,776
TOTAL CURRENT ASSETS	\$315,536	\$259,300
FIXED ASSETS		
Equipment	\$ 50,926	\$ 41,696
Less: Accumulated Depreciation	(25,646)	(17,152)
NET FIXED ASSETS	\$ 25,280	\$ 24,544
OTHER ASSETS		
Security Deposit	2,076	1,200
TOTAL ASSETS	\$342,892	\$285,044
LIABILITIES AND FUND BALANCE		
CURRENT LIABILITIES		
Accounts Payable	\$ 23,130	\$ 16,242
Accrued Expenses	4,326	4,165
Accrued Income Tax	1,687	—
Deferred Income	170,193	141,315
TOTAL CURRENT LIABILITIES	\$199,336	\$161,722
MEMBERSHIP EQUITY	\$143,556	\$123,322

STATEMENT OF REVENUE AND EXPENSE DECEMBER, 1992 AND 1991 AUDITED

	1992	1991
REVENUES	\$760,441	\$784,692
EXPENSES	740,208	727,629
EXCESS OF REVENUES OVER (UNDER) EXPENSES	\$ 20,233	\$ 57,063
FUND BALANCE Beginning of Year	123,322	66,259
FUND BALANCE End of Year	<u>\$143,555</u>	<u>\$123,322</u>

NESRA EDUCATION AND RESEARCH FOUNDATION 1992 FINANCIAL STATEMENT

REVENUES	\$ 7,924
EXPENSES	910
EXCESS OF REVENUES OVER (UNDER) EXPENSES	\$ 7,014
NET EQUITY 1/1/92	34,917
PLUS: EXCESS OR DEFICIT (-) NET EQUITY 12/31/92	7,014
	<u>\$41,931</u>

We're Here to Serve You!

Just Call Us!

NESRA Headquarters

2211 York Road, Suite 207

Oak Brook, IL 60521-2371

(708) 368-1280

Ken Cammarata

Director of Member Services

Hours: 7:30 a.m. - 5:00 p.m. CST M-F

NESRA Field Office

18530 Dancy Street

Rowland Heights, CA 91748

(818) 913-4014

Phyllis Smith

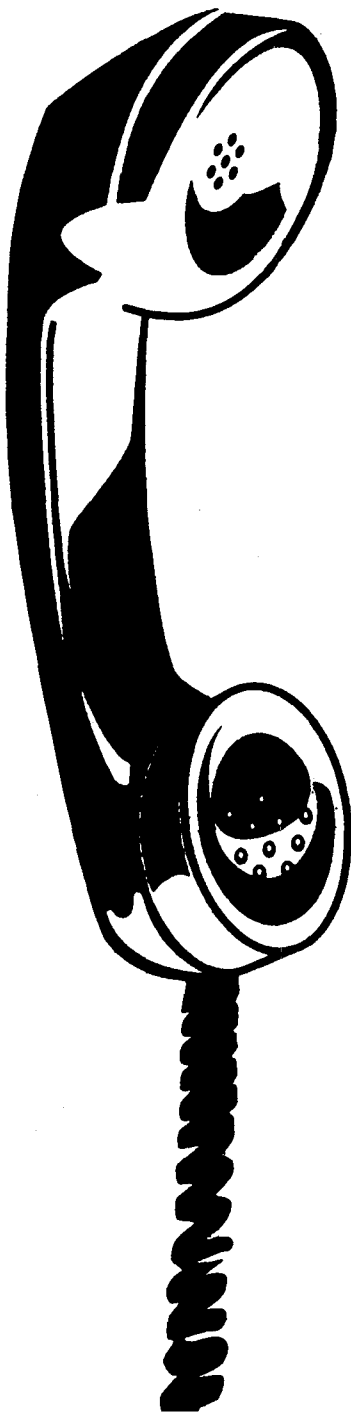
Field Office Manager

Hours: 1:00 p.m. - 5:00 p.m. PST M-F

Serving States West of the Mississippi River

The following materials and services are available free upon request:

- Certification Applications
- Exhibitor Contracts
- NESRA Education and Research Foundation Brochures
- How to Start A Program Brochures
- Job Bank USA Applications
- NESRA Video
- Peer Consultation
- Much, much more!



The FCA Store : A Mini-Department Store

by Edith Beattie, CESRA



The FCA Store is situated in an atrium located on the first floor of John Hancock's original building.

The employee store of the John Hancock Mutual Life Insurance Company is called the FCA Store. The FCA Store was created in 1914 by the company's employees. It began with an employee selling candy bars in the corridors. The profits derived from those sales were used to sponsor activities and events for the employees. Today, that tradition continues. The FCA Store has evolved into a mini-department store that sells candy, clothing, jewelry, gifts, greeting cards, paper goods, books, leather goods, film, photo developing services and discount movie theatre tickets.

The store is situated in an atrium on the first floor of the John Hancock Clarendon Building which is conveniently located between John

Hancock's other two buildings. There is approximately 12,000 square feet of beautifully designed floor space complete with new carpets, modern fixtures and mannequins. In addition, the employees activities and events sign-up area is located at the back of the store. The store is open from 7:30 a.m. to 3:30 p.m. to accommodate the varied schedules of over 6,000 employees and tenants located in the home office complex.

A store manager, a buyer and 10 full-time employees operate the store. When needed, part-time help is provided by college students who are majoring in retail operations. The store is basically self-service with the exception of jewelry and photo processing. Mail orders are not available, however, special orders are gladly taken. Cash, check and Mastercard/Visa are accepted.

▼
This lavish store began with an employee selling candy bars in the corridors.

All sales come from this one store and average yearly sales are \$1.5 million with the top three revenue generators being greeting cards, candies and sweets and photo processing. After changing our status from nonprofit to a store for profit, we are working towards a break-even position to reduce our Company's subsidy for the store.

Promotions and advertising have always been used at the FCA Store. Prior to 1992, advertising was done internally by store personnel. Last year, we started using an outside advertising agency to produce color flyers for our store promotions. We are currently evaluating the effectiveness of the new advertising image. Our best advertising is through word of mouth from satisfied customers and to this end we continually strive.

We are in the process of upgrading our cash registers and computerized software systems. These upgrades will provide better inventory control and detailed management information reports.

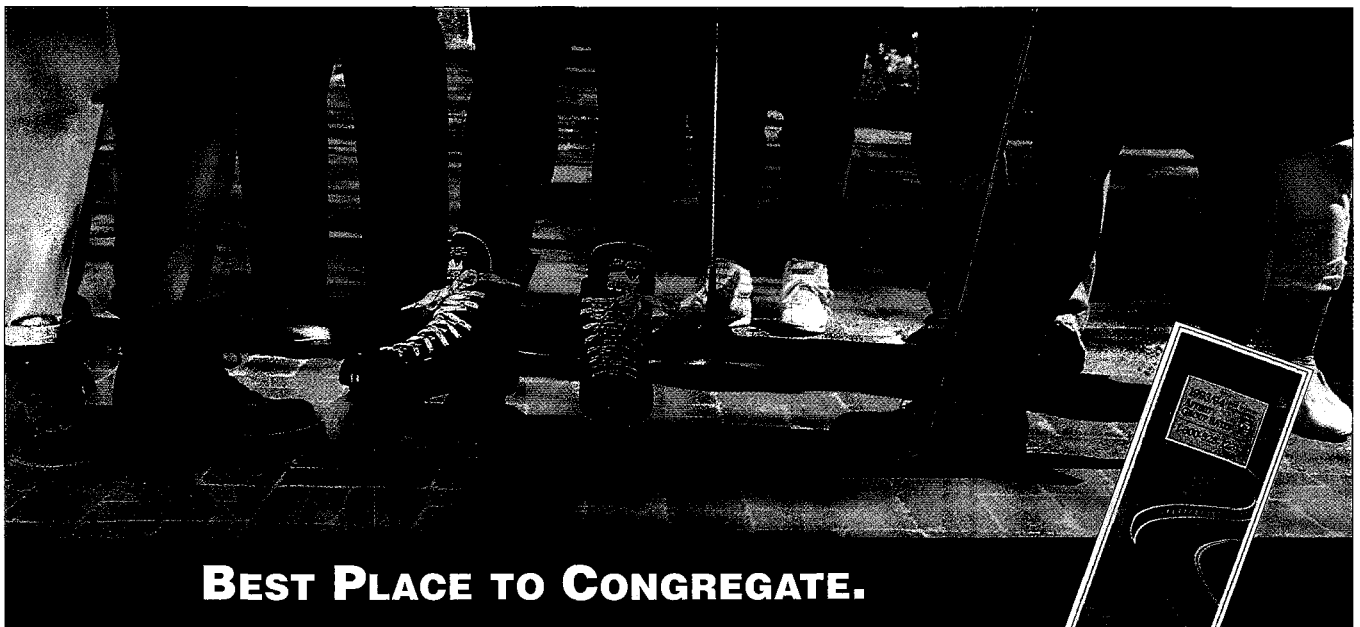
The Company and its employees have always supported the FCA Store. The employees look

upon the FCA Store as one of the many good benefits they receive in their comprehensive benefit package. The store is also a valuable asset in negotiating rental space with our tenants. The FCA Store is a friendly place where everyone knows everyone and employees seem to have a good time whether they are browsing, buying or socializing. Whether it's providing a last minute promotion gift, a necktie or a pair of nylons, the FCA Store offers convenience, quality and good value. John Hancock: What a great place to work...AND SHOP!

For further information, please contact Edith Beattie at (617) 572-4444.



Edith Beattie, CESRA, is the director of the FCA Association at John Hancock Mutual Life Insurance Company, Boston, Massachusetts. The FCA Store won three 1993 NESRA Awards—two promotional awards for flyers and an Individual Program Award, "The FCA Store" at NESRA's Annual Conference and Exhibit.



BEST PLACE TO CONGREGATE.

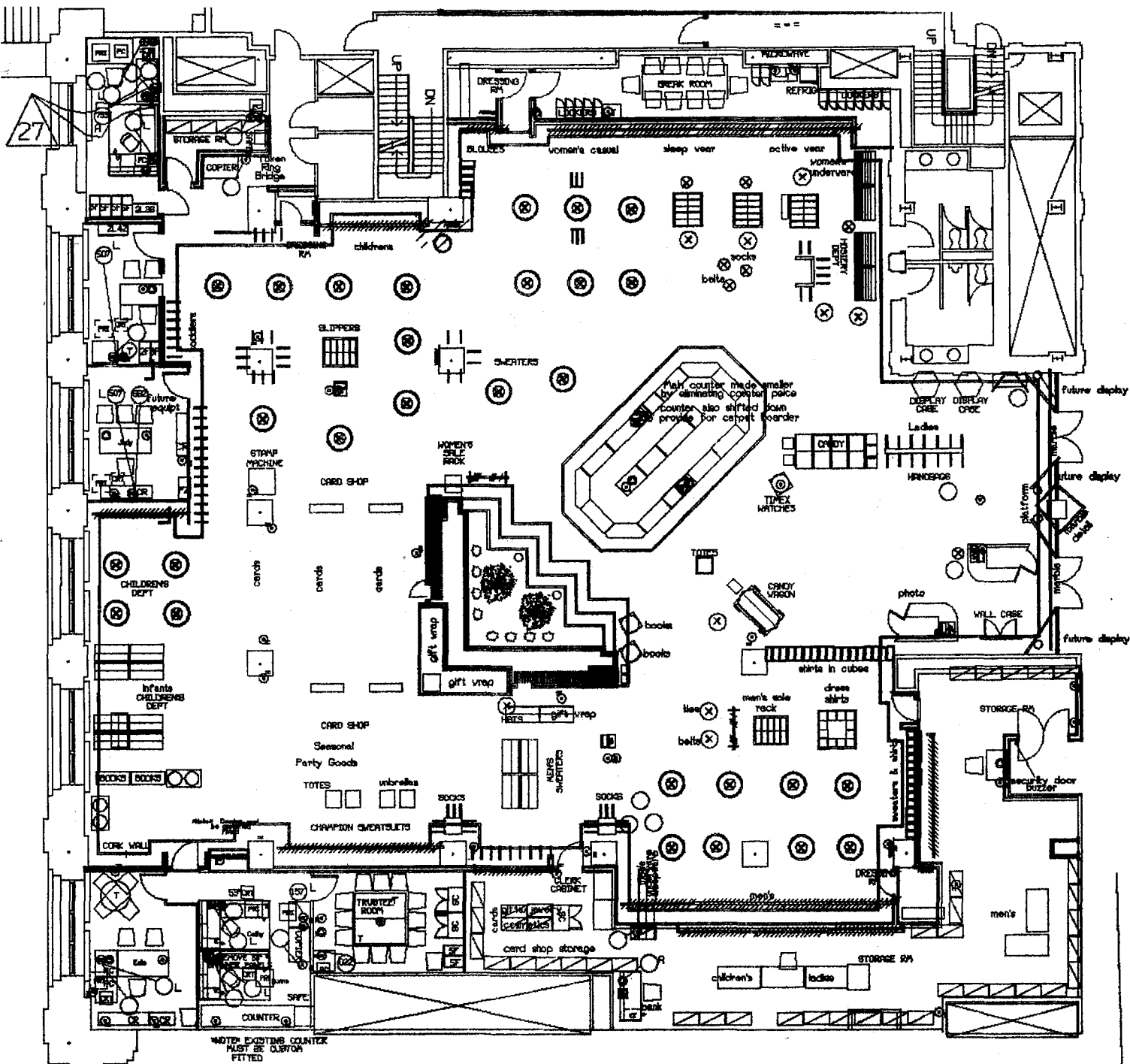
No matter who - or where - you want to meet, you'll find Best Western most accommodating. One toll-free call is all it takes, and you'll find just the right place at rates you won't lose sleep over. So stray a little off the beaten path, and get in to a one-of-a-kind Best Western. It's the best place to meet, for the best night's sleep. Worldwide.

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The FCA Store



Make Your Fitness Center “Look” Like A Million Dollars

by Anita M. Spoor

▼
**Here are tips
on how to
maintain
a timely,
attractive
and appealing
fitness
center.**

Indeed the managers of employee fitness centers across the country are often struggling with the ever prevalent problem of maintaining a timely, attractive and appealing fitness center on a shoe-string budget. Common questions managers probe are: What equipment is best for their setting? What low-cost renovations will offer the most bang for their dollars? What requires changing or updating to meet the industry trends?

There are no guarantees for success. The managers of fitness centers have learned that success, i.e. people and sales, depends on many intrinsically personal elements of human motivation and habit. What could be more illusive or untypical than the human personality? Yet, there are some basic elements that are standard.

Take a Step Back

Begin each day by looking at your fitness center as a stranger would see it. Establish a checklist for observation—either on paper or in your mind. Is the fitness center clean? Do mirrors and windows sparkle? Is equipment wiped down and shining? Is the atmosphere attractive, bright and cheerful? In essence, is the environment alive, vital and ready for people and activity?

Managers ask yourself, is this a place I would like to be? Does it give me a boost the minute I walk in? Does the staff extend themselves for members? Will I feel welcomed, noticed and valued? This is often the price tag that “sells” the fitness center participant or member.

People produce their own vitality. We all want to be with the group and the more alive, the better. Even if individuals rarely speak to each other, they seek people and activity. They notice and are noticed. It is this search that makes their participation important and consistent.

Choose Quality Equipment

Obviously, you need the best equipment you can buy. The choices take time and investigation. A manager needs to know his/her clientele, what they value and what they consider comfortable. Often it means being aware of the competition. It means visiting the very best the community has to offer and learning all that you can. Next you need to balance the goals for your particular club or center with the trends and the community's standards. This is based on knowledge of your group and your environment. It is helpful to survey your employees, but often just listening without your own bias can be all the enlightenment you need.

After you have established your goals and gathered the desired information, contemplate your direction. Continue to listen and think and set a date for action. This brew time is critical. Let the internal question you have surface and defend your own solutions.

Whenever the choice is a few good exercise tools or more equipment for less money, let quality guide your decision. Quality will survive the assaults of not having enough equipment but poor equipment will quickly dissatisfy even the most dedicated athlete. Investigate, talk with professionals and then buy the best you can.

Consider Renovations

Go for the thousand dollar face-lift that looks like a million. Here is where professionals can really show their touch of excellence. Let's hypothetically set out to renovate, decorate, if you will, the exercise area.

First, examine your area from every angle. Observe all the uneven floor, wall, and ceiling space. Dream a little about what would be wonderful. Then, compromise to fit your budget and

needs. Design the shell first, with color and vitality. Trust your own instinct when you can and ask for help when you need it. Add mirrors, lights and bright colored upholstery with good clean lines and style which will appeal to both men and women. Most of us know what will not work, so experiment and try different combinations.

Mirrors can make the whole area double in size, and vitality. They can also aid in maintenance. More lighting is critical for a clean, modern look but harsh lighting can be offensive. Soft light bulbs can assist the reflection from mirrored surfaces. In regard to floor covering, choose deep, rich colors with close-knit construction that is long-wearing, easy to clean, resilient and stain-resistant. Again quality under foot will be the most practical over the long haul.

Paint and polish are the essence of a face-lift and these changes often set the mood and cause that inner "ah!" when a member enters the workout room. Change color, floor treatments and design as often as possible to create a fresh and new appearance. Even old equipment looks renewed in a fresh new upbeat setting. Change is essential in the fitness business, but it must be communicated or marketed to your population.

Marketing the Program

Marketing travels hand in hand with programming. One bolsters the other. Programs which fill employees' needs and complement their lifestyles are the lifeblood of a fitness center. Managers must discover what their clients really want and then market, market, market. The pragmatic approach is often the solution. Try what is popular but do it in the best format with the best available instructor, in the most conducive setting. This can mean scheduling a yoga class in a quiet room that is peaceful and well carpeted and the aerobic class down the hall in a bright, dynamic room with lively, upbeat music. Each has its special appeal and each needs a special kind of publicity.

Once the program is designed, publicize it well with flyers, newsletters, bulletins, mailings and public announcements.

Fitness is everything and anything we want it to be. It is living life to the fullest and that opens the mind to every possible activity imaginable. Your center's program can be as creative as you allow it to be. A good philosophy is often to try anything that people really want or have not thought of and see how it goes. Implementation and high demand are often the only provocation necessary for a successful program.

Add Fun and Excitement

Adding fun and excitement can be as easy as holding an aerobic demonstration in the company cafeteria with a stage, music, prizes and drawings. However, another event may only warrant an article or flyer to set the stage.

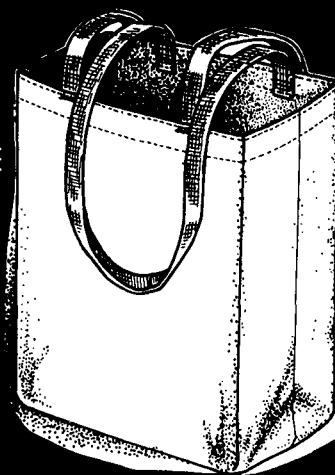
In fact, keeping your fitness center timely, attractive, and appealing is somewhat like adding that special essence to your life. It needs nourishment, rejuvenation, fun, excitement, and change to help the vitality emerge. Often the manager that is wrestling with finance, value, corporate struggle, and skill justification needs perseverance more than any other skill. However, in the long run after changes, additions, and creative programs, it is the energy and effort that make that face lift worth a million dollars! 🎁

Anita M. Spoor is president, Rochester Area Recreation and Employee Services (RARES).

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For more information, contact Sentinel Sports Products, 70 Airport Road, P.O. Box S, Hyannis, MA 02601, (800) 352-8001.

▼ Wellness Book Available

The book, *A Year of Health Hints—365 Practical Ways to Feel Better and Live Longer*, has been packaged into a series of booklets

housed in a cardboard sleeve. This allows organizations to give the booklets out periodically to employees and/or subscribers to create year-round visibility. The booklets can be distributed monthly, bimonthly, or quarterly to serve the same function as a newsletter or communication program.

Written in an easy-to-read, tip-a-day format, the booklets offer the latest ideas in health promotion. The booklets will help people ask the right questions, find the right answers, and most important, protect their health.

For more information, contact American Institute for Preventive Medicine, 30445 Northwestern Highway, Suite 350, Farmington Hills, MI 48334, (313) 539-1800.

▼ New Travel Service

A new travel service gives U.S. passengers' access to London's Underground (subway), buses, and light rail, and to a nationwide network of luxury motor coaches.

"Easy Rider" allows airline passengers from the U.S. who wish to ride the London subway, bus, or light rail system, or to travel elsewhere in Great Britain via the National Express luxury motor coach network, to buy the corresponding vouchers in advance from designated U.S. travel agents. The vouchers can be paid for along with airline

tickets, and require no photo ID. Upon arrival in London, a voucher is exchanged for a London Transport Visitor Travelcard. Together with their ground transport passes, U.S. Easy Rider travelers receive a free guidebook and a booklet of discount vouchers for a broad range of London establishments.

For more information, contact Easy Rider, Douglas Entrance, 800 Douglas Road, Suite 140, Coral Gables, FL 33134-3128, (305) 443-4929.

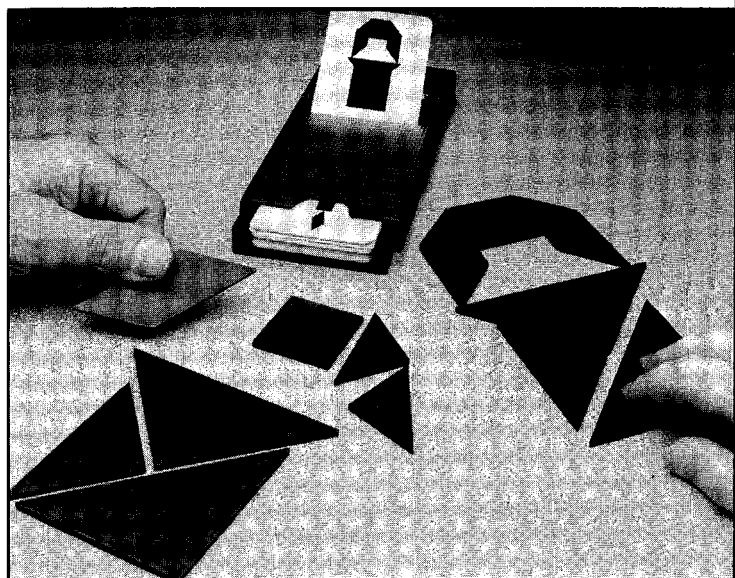
▼ Game Spurs Creativity

Tangoes is a useful game tool for executives to improve management skills and foster better team playing. Based on the ancient Chinese tangram, Tangoes expands the imagination and

sharpens the mind. The objective of the game is to form a predetermined shape on a card using seven geometric playing pieces consisting of five triangles, a square and a parallelogram. It looks simple, but it is deceptively difficult.

The Tangoes training guide for trainers and executives stimulates creativity in the workplace. The guide lists six diverse exercises for enhancing skills in team-building, leadership, problem solving, conflict and communication—important business principles that affect the bottom line.

For more information, contact Rex Games, Inc., 2001 California Street, Suite 204, San Francisco, CA 94109-4319 (415) 931-8200.



▼ **Shelving Solutions**

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For more information, contact Penco Products, Brower Avenue, Oaks, PA 19456, (800) 562-1000.

▼ **New Video Helps Resolve Sexual Harassment**

A video training program, "Myths vs. Facts" helps organizations prevent and resolve sexual harassment in the workplace. This two-part video trains managers and employees how to recognize different types of subtle sexual harassment and stop unwelcome sexual behavior in the workplace.

Module One, "How to Recognize and Confront Subtle Sexual Harassment," provides managers and employees with clear guidelines for determining when friendly behavior crosses the line to subtle sexual harassment.

Module Two, "How to Manage Sexual Harassment Situations," provides managers with direct methods for resolving sexual harassment situations before they result in complaints and lawsuits.

For more information, contact BNA Communications, Inc., 9439 Key West Avenue, Rockville, MD 20850-3396, (800) 233-6067, (301) 948-0540.

▼ **Data Base Connects Employee Via Sports**

Sports Link connects employees who have similar recreational interests with one another. Using a quarterly-updated data base, it provides employees with information about other employees who share their sports interests and abilities.

Sports Link can pair employees with partners and competitors in 30 sports ranging from aerobics to golf to hiking. When they join, they complete a questionnaire about their sports interests and abilities, and they specify what time of day they would like to compete or workout.

The information is compiled in a computer, and all who express similar interests are networked through a common report. For more information, contact Sports Link, P.O. Box 82477, Portland, OR 97282, (503) 224-LINK.

▼ **Bring Miniature Golf to Your Employees**

For special events or a permanent site recreation activity, "Anywhere Mini Golf," is a portable, nine-hole course featuring holes such as The Windmill, The Chinese Bridge, and The Turnpike. It can be positioned in as little as 900 feet and sets up in less than one

hour. It comes complete with golf clubs in various lengths, colored golf balls and accessories. Mini Golf can be set up indoors or outdoors anywhere and can be arranged for wheelchair accessibility.

It can be rented by the day or can be purchased. For more information, contact Anywhere Mini Golf, 6101 N. Glenwood Avenue, Chicago, IL 60660, (312) 973-2048.

▼ **Crystal Watches Introduced**

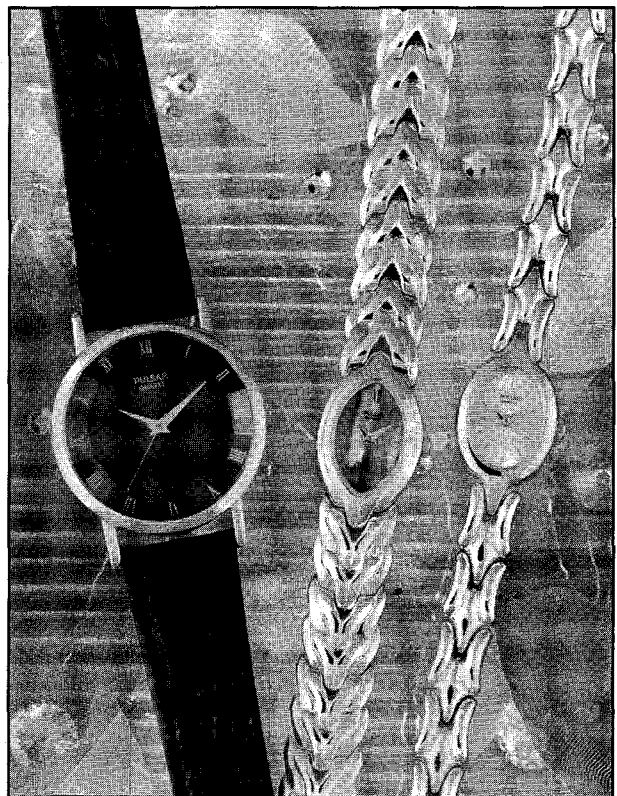
A new line of assorted multifaceted crystal watches is available from Pulsar. There are a total of nine men's and ladies' versions, each combining cut crystals with an overall fashion look. Two pairs, one with a round case with 12 facets

and the other a shaped case with eight facets, combine with black dials for a fine jewelry look.

For men, there's a new style introduced, contemporary "easy to read" crisp white dials. There's also a new moon phase and classic styles.

For ladies, Pulsar has taken its expansion bracelet and placed two genuine diamonds on its band to create an elegant dress watch. The company also introduces 12 new designs to its ladies' jewelry bracelets, six featuring solid bracelet designs, combined with round or shaped cases with gold-tone or two-tone bracelets and assorted dial colors.

For more information, contact Pulsar Time, 1111 Macarthur Boulevard, Mahwah, NJ 07430, (201) 529-2400.



▼ Apartments for Travelers

Barclay International Group announces a traveler's alternative to pricey hotels. Families, groups of friends, or business travelers visiting England or France, who want to share a common living area while retaining their own privacy, can rent the company's apartment properties or country cottages. Living rooms can also serve as meeting rooms.

For more information, contact Barclay International Group, 150 East 52nd Street, New York, NY 10022, (800) 845-6636, (212) 832-3777.

▼ Guide to Health Care Decisions

Corporate decision-makers who want to solve their company's health care problems can get help from, *Putting the Pieces Together A Guide to the Implementation of Integrated Health Data Management Systems*, released by the Washington Business Group on Health (WBGH).

In order to make strategic decisions about the cost and quality of health benefits, pioneering companies are linking together databases such as health care claims, absenteeism, short-term disability, health risk appraisals, workers' compensation, and employee demographics. These integrated health data management systems can help track the effectiveness of specific benefits, provide accurate information for health plan design, and forecast financial consequences of benefit changes.

Putting the Pieces Together is a comprehensive guide to the development, implementation, and evaluation of integrated systems and provides practical solutions to frequently encountered problems. It is based on the actual experiences of over 20 leading companies.

For more information, contact Washington Business Group on Health, 777 N. Capitol Street N.E., Suite 800, Washington, DC 20002, (202) 408-9320.

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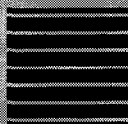


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Powered by two rechargeable 12V batteries, the cart is simple to drive; it has only one button to control speed and one switch for forward and reverse. On average, it will carry a player and his clubs over a 36-hole course with power to spare at an eight miles per hour speed.

For more information, contact Elite Golf Products, Book House, Glebelands Centre, Vincent Lane, Dorking, Surrey, England RH4 3HW, 44 306 743945, Fax: 44 306 740556.



Money for College

Several major corporations have found a way to bridge the gap between shrinking employee benefits and corporate scholarships for employees and their families, by offering a seminar for employees and their college-bound students on "How to Find Money for College." Saryl Zegerson Schwartz, founder and president of Pathfinders, shares her expertise in locating and competing for scholarships.

The six-hour "nuts and bolts" seminar helps parents and students hurdle the frustrations and confusion caused by lack of information and hand carries those in need through the process of finding and competing for all forms of financial aid.

"How to Find Money for College" is also available in an audio cassette series. Three audio cassette tapes and a comprehensive 66-page companion manual provide step-by-step guidance on such topics as: how to find the sources; how to put together the winning application;

how to increase scholarship chances; and how to meet all the deadlines.

For more information, contact Pathfinders, P.O. Box 56852, Phoenix, AZ 85079, (602) 246-8761.




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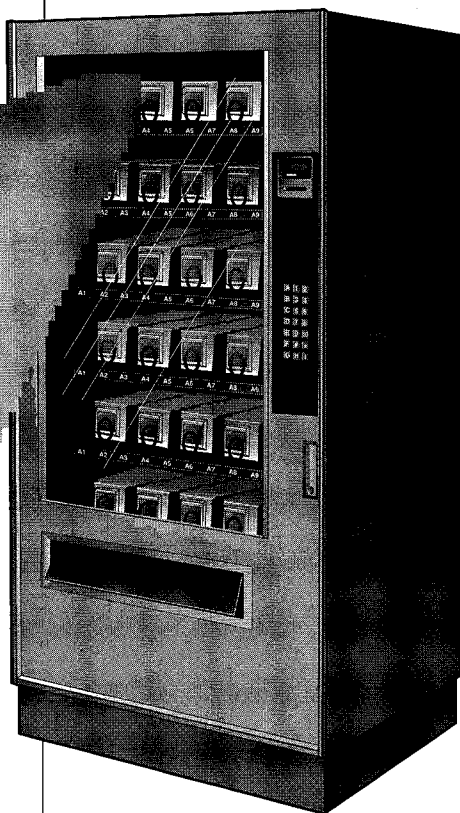
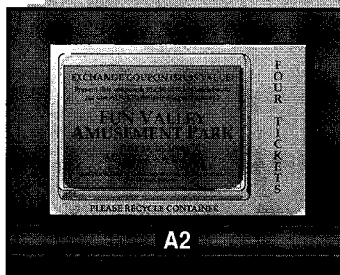
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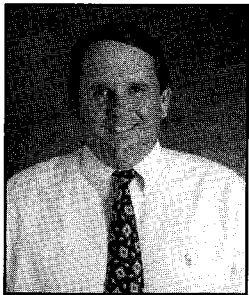
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Secrets to Success

by Kemp Ellis
1993 Eastwood Award Winner



▼
Collect
secrets of
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winning
NESRA
Eastwood
Award entry.

The Salt River Project Employees' Recreational Association (PERA Club), has been honored with NESRA's Eastwood Award five times in our 42-year history.

PERA had not entered the National Awards contest in several years, so we decided to give it a try again in 1993. We had accomplished several milestones since our last entry and were enthusiastic to introduce this new information.

PERA received the awards packet from NESRA and began the search for all of the information compiled for previous entries. Several of our staff members were given specific assignments to work on questions, photos, the format and a cover. To produce a quality entry requires several hours of staff time which is a serious commitment.

We feel that 8" x 10" color photographs enhance presentations making the difference between an ordinary entry and a winner, therefore we used several in our entry. We provided aerial views of our grounds to better enlighten the judges on the scope of our physical facilities, programs, services and activities. Our staff evaluated each question and strived to paint a complete picture for the judges using the standard written response combined with graphs, charts, articles or photos. PERA's shortest answer to any question was three typed pages, the longest answer required 16 pages to complete. Many pages of company newspaper articles, program evaluations and a representatives list were also included as addendums. In this 1993 entry, we included a video tape highlighting our entire program which was slipped into the front pocket of our presentation binder. This year we selected a three-ring white binder to contain our entry. Each page was placed in a sheet protector and the various questions were separated by multi-colored tabs. We also designed a computer generated four-color cover to complete the entire award package.


Many of the larger company recreation pro-

grams provide similar facilities and services. Quality presentation can be the distinction needed to move a second or third place entry up to first. Following this formula has proved very successful for PERA.

Entering the Eastwood Award contest has many benefits. It forces us to take a complete look at our entire operation. Brochures, photos and video tapes are reviewed and updated with current information. It encourages teamwork between staff members, as they work together towards a common goal.

The PERA Board of Directors and our entire management and staff teams were delighted when we were notified that our 1993 Eastwood Award entry was selected as the winner for the 1,000-5,000 employee category.

Our membership read the announcement that we won NESRA's Eastwood Award in our company newspaper. Winning the Eastwood Award gives credibility and recognition to our program, creates pride among staff members and allows PERA to attract the best employees and interns available.

We would encourage others to enter the national awards. Start planning now for next year's contest by collecting articles, photos and other items that are descriptive of your program. It's hard work, but it's worthwhile, exciting and rewarding. 

Kemp Ellis is PERA Club manager at the Salt River Project in Phoenix, Arizona. The PERA Club has won five NESRA Eastwood Awards in the PERA Club's 42-year history.

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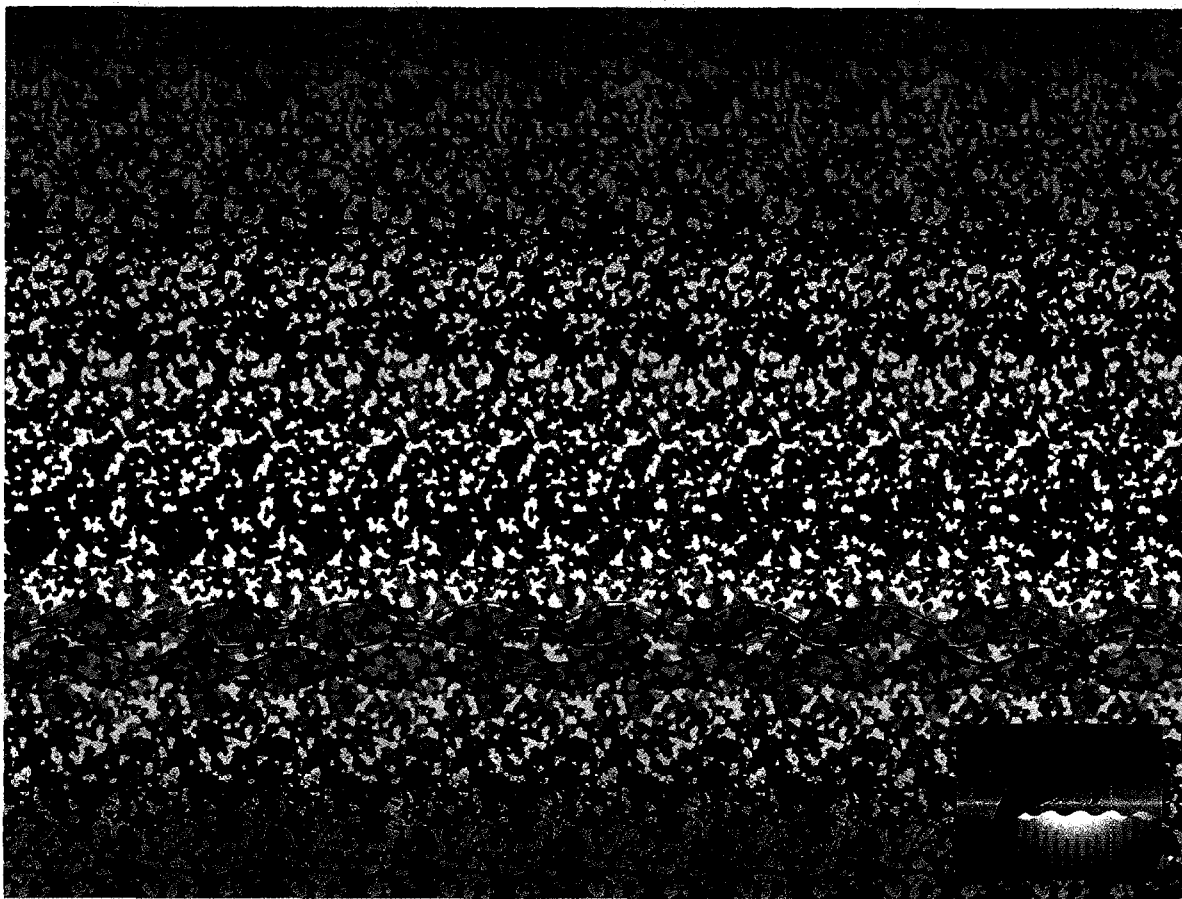


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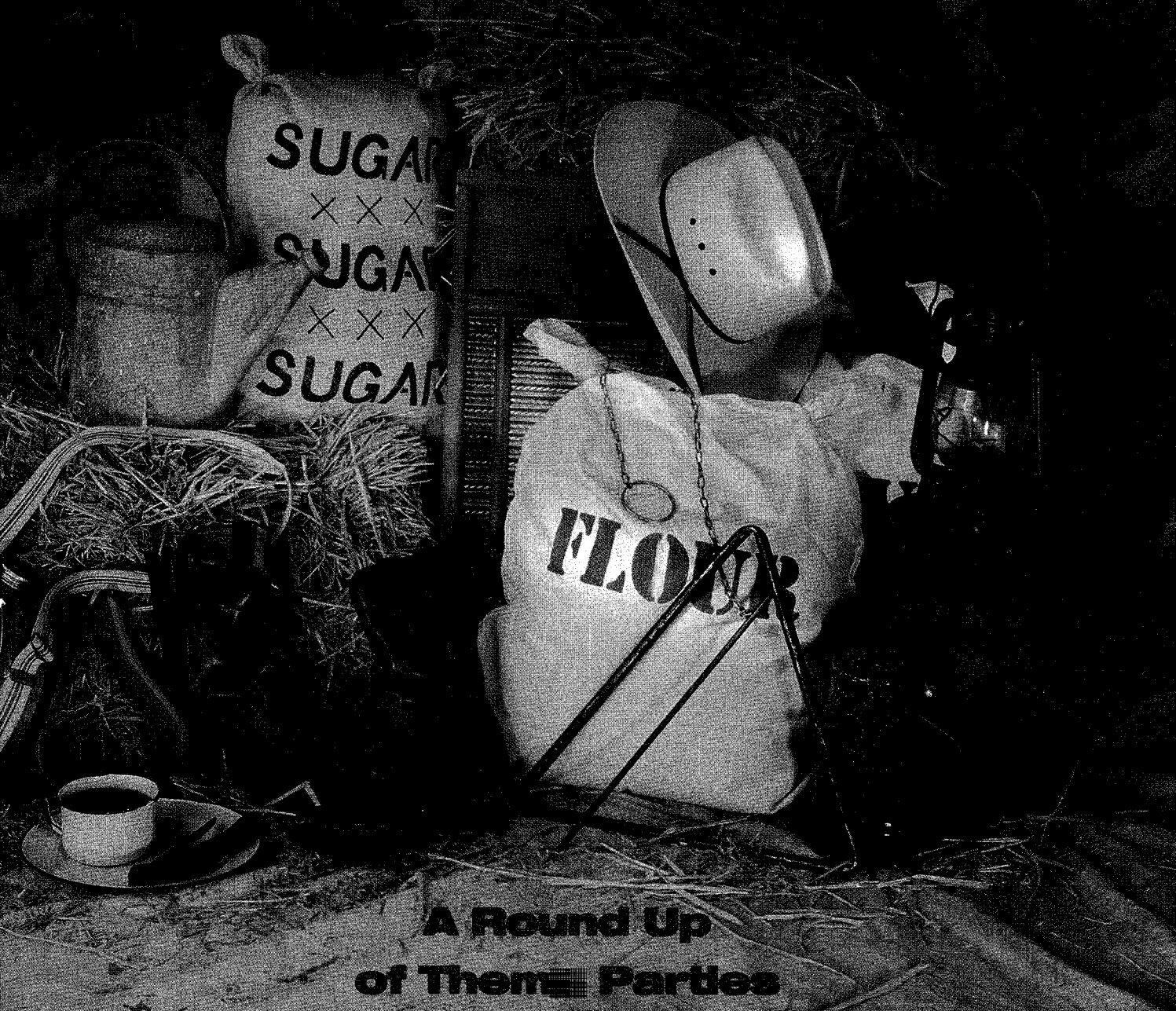


Lady Liberty

Employee Services

MANAGEMENT

Journal of Employee Recreation Health & Education August 1993



**A Round Up
of Theme Parties**

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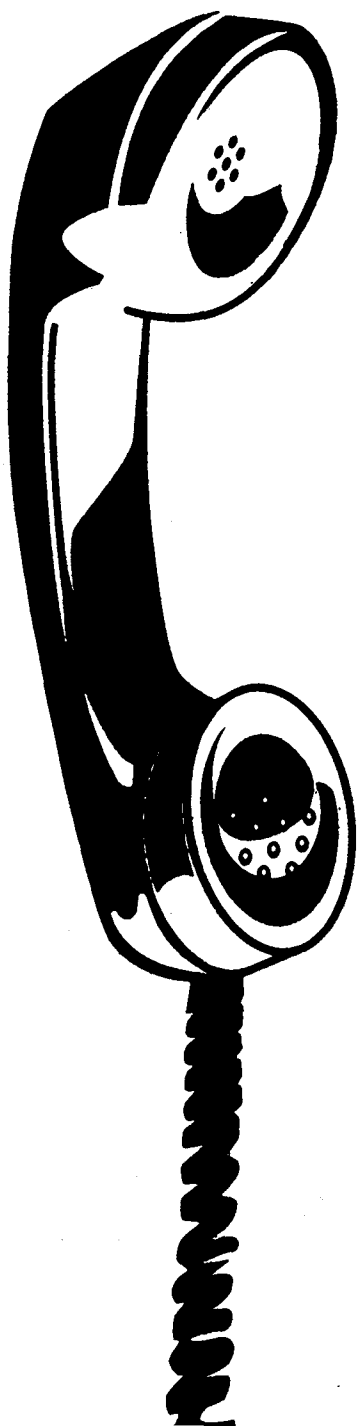
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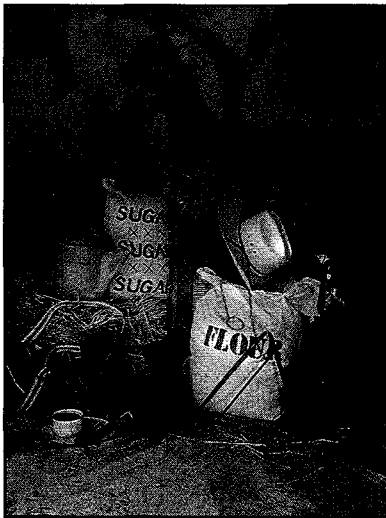
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August 1993



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Meetinghouse Displays, Elmhurst, IL.

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Utilizing Interns as Resources

Make the Most of Your Membership

by Ken Cammarata
NESRA Director of Member Services



▼
**Do you realize
what NESRA
offers you and
how it can
make your job
easier?**

You only get out of something what you put into it. When it comes to your NESRA membership, this phrase couldn't be more true. You only get out of your NESRA membership what you put into it.

NESRA offers many services to help you plan and implement your employee services and recreation programs. But are you utilizing them the best you can? If you are, I applaud you and I hope NESRA continues to meet your needs for many years to come. If you are not, you are missing out on realizing the full benefit of your membership. You may be taking advantage of some services but if you are not utilizing them all, then your membership is not working as hard as it can for you. And after all, isn't that why you paid your dues?

For instance, do you regularly read this magazine? Within the pages of *Employee Services Management* you will find helpful advice on a variety of employee services topics. For example, in this month's magazine, you can read about theme parties, how AIDS and other diseases affect ES&R, negotiating and contracting entertainment, how to stay healthy while traveling and how to sell jewelry in your employee store. Plus there are advertisers promoting the latest in products and services to make your job easier.

Are you reading NESRA's two newsletters—the monthly *Keynotes* and quarterly *NESRA News*? *Keynotes* provides, in a quick-to-read format, the latest management tips and trends affecting our field. *NESRA News* brings you information about NESRA and its members.

Do you utilize NESRA's resource information available through Headquarters? Whether you are planning a new program, looking for some fresh ideas for an existing program or just want to see what other companies are doing, call NESRA Headquarters. Remember help is only a phone call away.

NESRA's Annual Membership & Peer Net-

work Directory not only provides you the name, address and phone number of every NESRA member but also includes a Peer Network Directory. This section includes over 70 employee services and recreation topics and the names of members who have expertise in a particular area who are willing to share their experience with you. Again, help is only a phone call away.

Have you attended a NESRA Annual Conference & Exhibit? This event, held each Spring, contains four days of educational sessions and workshops, networking opportunities, social events, plus an exhibit hall displaying the latest in employee services and discount programs. We are now planning next year's conference, May 4-8, 1994 at the Hyatt Regency Hill Country in San Antonio, Texas and it promises to be another excellent educational opportunity for our members. Plan to be there!

Another service that I hope you take advantage of is the products and services provided by our National Associate Members. These members offer the finest in discount programs. Choose from family entertainment attractions, hotels/resorts, merchandise discounts, photofinishing, sportswear, or travel. A complete listing of these programs can be found in *NESRA's 1993 Buyers Guide & Services Directory*. Make these a regular part of your employee discount program.

NESRA also provides opportunities for personal growth and recognition. The Certified Employee Services & Recreation Administrator (CESRA) certification program and Recognized Volunteer Employee Services & Recreation Administrator (RVESRA) program allows members to enhance their professional knowledge. And, of course, we have an extensive awards program. NESRA also helps you recognize volunteers by providing free, upon request, Citation of Merit Certificates.

All of this is available to you, a NESRA member. It's up to you to make the most of your membership.



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Employee Services Management

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ **Corporate Concierges**

Some companies are adopting a corporate concierge concept to help employees perform a range of time-consuming chores, such as grocery shopping, dry cleaning, video rentals, shoe repair and purchasing theater tickets, reports *Human Resource Executive*. Corporate concierges take care of personal business for employees so they can keep their minds on their jobs.

Life can be pretty hectic for employees when it comes to balancing demands placed on them at work with their personal lives. Corporate concierges help the employees manage those demands. Because so much depends on the demographics of employees, companies surveyed their employees to find out what types of services the employees would use before they put a program in place.

Although most identify concierges with hotels, corporate concierges have to be much more entrepreneurial than those in hotels. They have to constantly analyze what it is that employees need and then deliver that service. These corporate concierges also should have some customer service training so they know how to service the em-

ployees. Concierges are also equipped with an extensive database filled with resources. This way, if an employee needs a plumber, the database will give the concierge three plumbers to present to the employee. This could be a new direction for employee services.

▼ **Executives Prefer Big Cities**

It's more difficult to recruit executives in two-career households to smaller cities and towns because often, the spouses are more reluctant to leave their career and their chances for finding another career in a small town are limited, reports *The Wall Street Journal*.

Compounding the problem is that with job security waning, executives consider contacts more vital than ever, and harder to maintain away from a big city. Geographically challenged areas are under a half-million population and far removed from a major airport.

It is estimated that just one in five final candidates in a search for a smaller city would make the move, down from two in five a decade ago.

Recruiters find they have to sell the community more in smaller cities.

▼ **Alcohol Consumption and Leisure**

Leisure service professionals need to understand the relationship between alcohol consumption and leisure behavior, says *Parks and Recreation*.

"Healthy" leisure participation is often touted by the leisure service profession as a constructive alternative to alcohol/drug use. Both public leisure service professionals and therapeutic recreation specialists have advocated the use of leisure activities in preventing and treating alcohol abuse.

An implication for the leisure service profession is that leisure involvement does not seem to serve as an alternative or deterrent to alcohol use. The frequency of leisure involvement is directly related to both the quantity of alcohol used per occasion, as well as the frequency of drinking for adolescents. Adults who drink frequently also are involved more frequently in community social and outdoor leisure activities.

If leisure service professionals are going to make an impact on drinking behaviors, they must become more sophisticated in intervention. It may be counterproductive to encourage individuals to become involved in leisure

situations that are associated with drinking without promoting the skills necessary to avoid alcohol.

▼ **Inadequate Dependent Care**

Employees quit their jobs because of inadequate child care arrangements, according to a survey conducted by the International Foundation of Employee Benefit Plans.

Almost one-third (29 percent) of 362 respondents said they knew of employees in their organizations who quit their jobs because of inadequate child care arrangements.

More than half (53 percent) of the benefits professionals surveyed said absenteeism increased among employees with child care responsibilities, followed by increased tardiness (41 percent); reduced productivity (22 percent); and increased turnover (17 percent).

More than half (59 percent) of the companies in the survey offer child-care benefits. Of the 41 percent that don't, 36 percent said employees in their organization "need" employer-sponsored child care assistance.

Approximately one-third (34 percent) of panelists be-

lieve their organization's senior management views child-care benefits more important today than two years ago.

Fewer respondents reported that absenteeism and tardiness increased among employees with elder care responsibilities. Increased absenteeism among employees with elder care responsibilities was reported by 24 percent of 345 respondents, followed by reduced productivity (15 percent); increased tardiness (13 percent); increased turnover (4 percent); and other behaviors (3 percent). Twenty-two percent (22 percent) of respondents said none of the behaviors listed above were exhibited and 51 percent indicated they did not know if employees exhibited these behaviors.

One in five (20 percent) panelists said their organization offers elder care benefits. Of those who do not offer such benefits, 25 percent believe employees in their organization "need" employer-sponsored elder care assistance.

▼ **Evaluate Yourself**

A self-assessment could be done to encourage celebration, to promote teamwork, to learn and to develop a roadmap for future implementation of quality improvement, reports *HRMagazine*.

The self-assessment process requires a proactive approach and puts managers in the role of asking questions about how systems work instead of making demands about why they don't. The process produces an apprecia-

tion for the many roles required to make an organization function, because the assessment details the true workings of the system.

Learning by participation gives employees permission to ask questions together about how it is known that customers are satisfied, and if not, how things can be changed and how that change is measured to ensure customer satisfaction.

▼ **College Tuition Benefits**

There are some companies that offer tax-exempt funds which pay tuition for all children of full-time employees with more than five years' service, reports *Fortune* magazine. The only catch is that employees have to pay taxes on the benefit.

According to a company that offers the benefits: If you take away the worry of paying for college, employees will concentrate more on work and be more productive.

▼ **Texas Leads In Hunters**

Texas leads the nation with more than 1 million sport hunters while Florida and California tie for the lead in anglers, each with more than 2.6 million, according to preliminary state-by-state results of a U.S. Fish and Wildlife Service survey on outdoor recreation, reports the Department of the Interior.

California easily has the

largest number of people, 6.5 million, who enjoy wildlife-related activities such as feeding, observing, or photographing wildlife. These are among the initial findings of the 1991 National Survey of Fishing, Hunting, and Wildlife-Associated Recreation.

Alaska has the highest percentage of residents who fish, 38 percent, while Montana has the highest percentage of residents who hunt, 26 percent.

The West North Central region, including Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota, has the highest percentage of residents who participate in non-consumptive activities—52 percent. The region also leads the Nation in the percentage of residents who fish, 27 percent, and hunt, 13 percent.

▼ **AIDS Transmission in Sports**

The risk of getting the AIDS virus from a bleeding player during a game is minimal at best, says the Stanford University Medical Center. The risk of getting HIV from a needle stick, where infected blood could be forced into the body, is 1 in 300, which means the chance of getting the virus from just a little blood splashing on the skin or even an open wound is far less.

As for reported cases of the virus being transmitted from a bleeding player to another player through an open wound, there is one case of an HIV-infected Italian soccer player transmitting the virus, but it may not have


been caused by blood simply splashing on to the uninfected player.

The reason transmission from mere contact with blood is low is that there is a very low concentration of the virus in the blood, and almost none in sweat and saliva. The greatest concentration is in semen, which makes sexual contact the most common way HIV is transmitted.

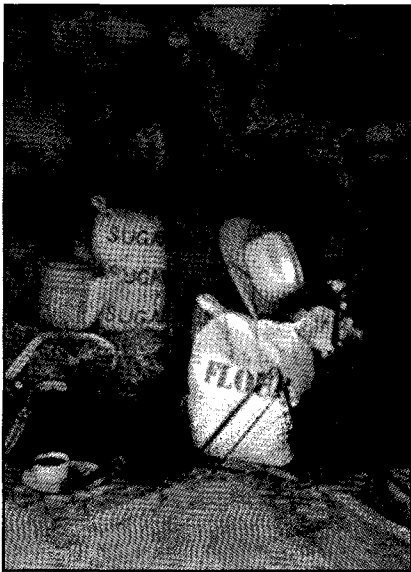
If an athlete has blood on his/her uniform the athlete cannot return to the game until the athlete changes his/her jersey or uniform pants. Every team should be prepared for situations in which an athlete chooses to change uniforms.

▼ **Work at Home is Uncompensated**

One-fifth of American workers do at least part of their jobs at home, but most don't get paid specifically for that time, says *The Wall Street Journal*. During one week in a survey, 22 million people did some job-related work at home. Of these, 87 percent did work related to the primary job, 8 percent did work for a second job, and 4 percent did work for both.

Seventy-two percent of the at-home workers were wage or salary employees working for someone else, while 28 percent were self-employed. Among the wage and salary workers taking work home, 85 percent weren't paid for their homework. Two-thirds of these 12 million people were managers and professionals taking extra work home from the office without official compensation. 

A Round Up of *Theme Parties*



Western themes are just one of the popular themes today. Read this article to discover the elements of a special event and tips on how to create an event theme.

by Martin Greenstein

COVER FEATURE

What is a Special Event? What makes it special? Does every event get to be or have to be special? Will your next event be a legend in everyone's mind, or only yours?

Creating special events opens the door to the most exciting adventures known. Through special events, guests can enjoy the eeriness of a murder mystery dinner, the ruggedness of the "Old West" and the excitement of a carnival. The process starts with a "Need to Express."

Let's look at some classic and subtle "Needs to Express:" A wedding, an anniversary, a birthday, a house warming, a friendship, a Bar/Bat Mitzvah, a farewell, a new beginning, in fact any milestone. But wait! What if this "Need to Express" is a business need, political, local, national/international, social or sports need?

Whether you are planning a NATO Conference, the Super Bowl or you are a Credit Union inviting 15,000 people to celebrate 50 years of growth, the key word is planning! No one plans

to fail, but failing to plan almost guarantees disaster.

Elements of a Special Event

When a well-planned event comes together, it is like magic. Everything fits. Everything happens at just the right time.

In the interest of fun, and at the risk of seeming irreverent, it could be said that one of the major special events of epic proportions in recorded history was the parting of the Red Sea thousands of years ago. If one of the purposes of a special event is to create an occasion that is both memorable and newsworthy, then the parting of the Red Sea must be regarded as one of the most successful special events in history.

If it were restaged today, we would have to assemble a staff of hundreds to control the cast of thousands along with all the technical, theatrical and engineering experts.

We all know Moses had the help of a "gifted

special events professional." The timing and logistics had to be, and in fact, were perfect.

There was a "Need to Express." The magic of that event is indeed legendary!

The next event you plan may be for 100 or several thousand. You may be called on to produce an event that could have a positive effect on the lives of all the people you know and work with. Where do you start?

Moses had an incredible "staff." Where do you get one? Do you build one? Do you hire one? How do you assemble one?

Getting to the top starts with taking that first step. Don't be afraid, jump in. Let your fingers do the walking. Open your favorite resource directory or your rolodex and let those talented fingers help you find a professional event planner.

If it is the first time you are going to use an event planner, interview them, in fact, interview several. Make certain you select a professional who understands the strategic planning process as well as the event planning process. Clearly, your choice of an event planner must be one who will respect your budgetary constraints and will endeavor to assemble a team of professionals responsible to your direction and needs.

Finally, your event planner must be able to manage the event to ensure that the plans all come together exactly when and where they were planned.

When planning a successful event, you must consider many elements. The building of anticipation as the event draws close should be part of the process. This process includes imaginative invitations. The event should have a strong beginning, and a delightfully flowing middle that reaches for an exciting and meaningful end.

Creating the magic of a well balanced event will be a direct result of assembling a properly balanced staff. Magic doesn't just happen. It is created by a hardworking team made up of left- and right-brain people. Your team must be balanced with dreamers, doers and people dedicated to the success of the event.

The first step along the road to a successful event is a strategic planning meeting. Indeed, this

may need to happen prior to assembling your staff. It will help define what is to be accomplished. What are your event's goals? Why are the sponsor's really having this event?

Once your strategy is identified, team member selection, site selection, day and time selection, along with other start-up information and necessities become clearer.

Once goals are defined, the "how" and "where" come next. The "how" (the actual planning of the event) must come before the "where." Selecting the venue before designing what happens at the event is a classic error. If the design of your event calls for a balloon drop and the venue won't allow you to hang the necessary cables or won't permit you suitable set-up time, you will have a real problem. Your decision to select venue must be an outgrowth of your plan of event activities. If you reverse the process, your event could end up just like the Egyptians who followed Moses through the parted Red Sea...all washed up!

Themes Add Pizzazz

The use of an event theme will help set the mood, add tempo and help maintain energy. Themes can be as simple as "50 is Nifty," "40 is Naughty," "It's a Jungle Out There" or "Carnival



Event guests get in the spirit when you provide festive costumes for them to wear.

or Carnavalle.” Western themes are hot this year and can be augmented with western props, square or step dancing complete with music, dance caller and dance lessons. If the venue permits, consider a cowboy riding a trick horse (with rubber hoof covers) and doing trick roping. Perhaps you may wish to add a rhinestone cowboy magician to your team.

In the event your design needs enhancing, a theme can act as a catalyst to get things going. The food selection will add greatly to the theme, and if the budget allows, can be served in a theme-reinforcing environment. The event can be further enhanced by dressing the food service staff in theme costumes.

Theme-enhancing decor can be purchased

▼ How To

Theme An Event

The Meetinghouse Companies, Inc., Elmhurst, IL, a full service special event marketing firm, offers the following key ingredients to a themed event:

Invitations

Your invitation sets the tone for the party. Make sure the style and message of the invitation properly communicates the event theme or mood. Let your imagination run wild when designing your invitation. It doesn't have to be a typical card. Consider a smaller version of a "Wanted Poster" to invite guests to a western theme party.

Entrance

The entrance is the first impression of the party. Make it a grand one! Create a unique entrance and use decorative signage that welcomes your guests with style. For example, use swinging doors to welcome guests to a western saloon decor.

Room Decor

The moment your guests enter the room, let them experience the wonderment of stepping into a fantasy world. Surround them with settings, props and scenery that turn the ordinary into the spectacular.

Food and Beverage Stations

Don't forget to coordinate the theme into your food and beverage stations. Serve selections that compliment the location, era and mood of your theme. For example, burgers and shakes are a must at a 50s party. Decorate the serving areas with uniquely arranged props or fabulous floral arrangements to create a festive look.

Centerpieces

The theme of your event should be carried through to the smallest details. You can create unusual and exciting centerpieces with props and decor to compliment the theme.

Entertainment

Often the focal point of any event, your entertainment should be carefully selected to enhance your theme. The choice of music should compliment the location, era and style of your event. Performers will usually be happy to dress in costume if you ask them to. (Sometimes a costume rental fee may be necessary for complex or unusual costumes.) Don't forget to create a themed setting for your entertainment. All eyes will be on the performance so you'll want to have the appropriate backdrops, sound and lighting systems to add an important touch of drama to the presentation.

▼ Hot Theme

Ideas

- | | | |
|--------------------------------|-----------------------------|---|
| 1. Academy Awards | 44. Gay Nineties | 88. (Company Name) Open |
| 2. African Safari | 45. German Oktoberfest | 89. Orient Express |
| 3. Alaskan Adventure | 46. Gladiator's Day | 90. Past, Present, Future |
| 4. All American Salute | 47. Glitz & Glitter | 91. Picnic in the Park |
| 5. Alpine Adventure | 48. Go for the Gold | 92. Pirates of the Caribbean |
| 6. Anniversary | 49. Golf's Pro-Am Tourney | 93. Psychedelic 60s |
| 7. Arabian Nights | 50. Gone with the Wind | 94. Race to the Winner's Circle |
| 8. Around the World in 80 Days | 51. Grand Opening | 95. Renaissance Festival |
| 9. At the Hop | 52. Great Gatsby | 96. Road Rally |
| 10. Babes in Toyland | 53. Great Train Robbery | 97. Roaring 20s Speakeasy |
| 11. Back to the Future | 54. Groundbreaking | 98. Safari Adventure |
| 12. Backwoods Adventure | 55. Hail! Caesar | 99. Sail the Seven Seas |
| 13. Backyard Barbecue | 56. Harvest Barn Dance | 100. Sherlock Holmes Party |
| 14. Baseball World Series | 57. Haunted Happenings | 101. Sherwood Forest |
| 15. Basketball Bonanza | 58. Hawaiian Luau | 102. Shipwreck Party |
| 16. Beach Bash | 59. Hillbilly Hoe Down | 103. South of the Border |
| 17. Bigger than Life | 60. Hooray for Hollywood | 104. Space, the Final Frontier |
| 18. Black & White Gala | 61. Hot! Hot! Hot! | 105. Spain, Ole! |
| 19. Broadway Opening Night | 62. Indy 500 | 106. Sports Spectacular |
| 20. Cafe Parisian | 63. It's Magic | 107. Suitcase Party |
| 21. Candyland | 64. Jammin' in Jamaica | 108. Summer Camp |
| 22. Carnival Midway | 65. Jungle Fever | 109. Super Bowl Party |
| 23. Carnivale | 66. Key Largo | 110. Swamp Party |
| 24. Caribbean Castaways | 67. King and I | 111. Swing into the 40s |
| 25. Casablanca | 68. King Arthur's Court | 112. Taste of America (or company name) |
| 26. Chicago! | 69. Land Down Under | 113. Taste of (City) |
| 27. Circus | 70. London Fog | 114. Taste of the Orient |
| 28. Command Central | 71. Lost in Space | 115. Tex Mex |
| 29. Coney Island | 72. Main Street, U.S.A. | 116. Show Time |
| 30. Construction Party | 73. Mardi Gras | 117. Ultimate Sports Party |
| 31. Copacabana Night Club | 74. Masquerade Ball | 118. Under the Big Top |
| 32. Country Western Jamboree | 75. Mexican Fiesta | 119. Under the Sea |
| 33. County Fair | 76. Monte Carlo Night | 120. Venetian Night |
| 34. Cruise Ports of Call | 77. Moroccan Market | 121. Victorian Tea Party |
| 35. Duffer's Golf Party | 78. Moscow at Night | 122. Viva Italia! |
| 36. Egypt—Jewel of the Nile | 79. New England Clam Bake | 123. Western Gold Rush |
| 37. Evening in Paris | 80. Nifty 50s Party | 124. White Splendor |
| 38. Fantasy Island | 81. Night at the Races | 125. Wide World of Sports |
| 39. Festival of Nations | 82. Nineteenth Hole | 126. Wild, Wild, West |
| 40. Fisherman's Wharf | 83. Northern Exposure | 127. Willie Wonka's Chocolate Factory |
| 41. Flash to the Future | 84. O'Reilly's Irish Pub | 128. Wizard of Oz |
| 42. Football Tailgate | 85. Off to the Races | 129. Wrangler Ranchero |
| 43. Garden Party | 86. (Company Name) Olympics | |
| | 87. Once Upon A Time | |



Costumed greeters welcome guests to an event and put them in the mood for a wonderful time.

Theme Ideas provided by The Meetinghouse Companies, Inc., Elmhurst, IL (708) 941-0600

▼
**The planning
 completed, the
 location
 selected, all
 one had to do
 was wait.**

through various catalogues. For the most part, these are not high-end and require substantial hands-on attention and a great deal of time to assemble and display. This approach, if you can find the catalogues and the products, will represent a smaller out-of-pocket cost than utilizing professionals, but is not cost-effective.

Conclusion

When reflecting back to the parting of the Red Sea, all the criteria for having a successful "special event" were in place.

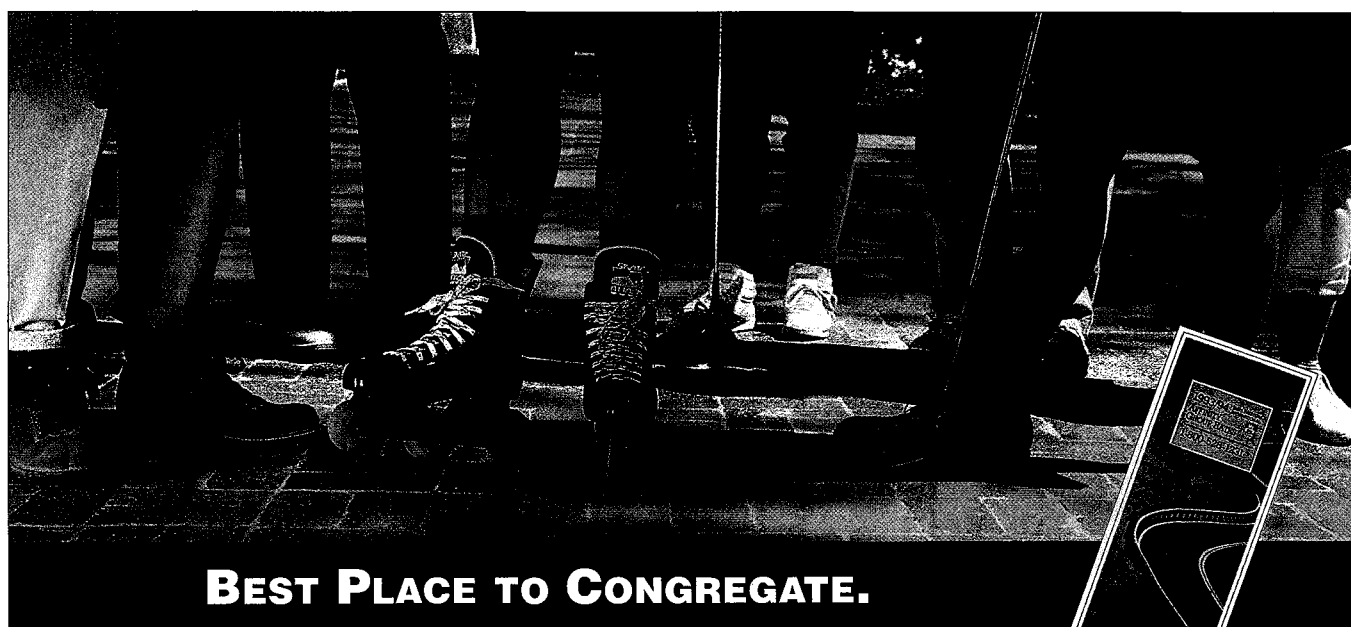
There was a need to express. There was a group to impress. The process of moving an enormous number of people from their homes to the adventure that awaited was in place. The logistics of food, travel and potential

adversity were considered and planned. The theme "Let my people go" was introduced very early in the process. You might say...it set the mood for the event.

The planning completed, the location selected, all one had to do was wait. As the event drew closer the anticipation of this epic adventure, sparked by a divinely inspired theme, grew and grew until...well, the rest is history.



An event designer and producer, Martin Greenstein writes and lectures nationally on his favorite subject "Creating and Producing Special Events." Greenstein is president of Enchanted Parties, a full service special event planning company in Ronkonkoma, NY.



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Thank you

The Challenge Facing Employers of the 90s:

America's Growing Ranks of HIV Disabled Workers

by Chris DeChant

During the 1980s, the occurrence of the HIV/AIDS epidemic challenged the American society with numerous, extensive and complex issues. Rising infection rates, expanding demographic impact and the medical realization that HIV/AIDS would become a chronic condition for many Americans compelled society to recognize the need for plans to cope with the social, cultural and economic implications of HIV/AIDS and numerous other long-term illnesses.

According to the U.S. Centers for Disease Control's 1992 *AIDS Surveillance Report*, almost 2,000,000 people are currently HIV positive or have AIDS in the United States. Considering 98 percent of these people are of working age and nearly 80 percent are in the highly productive age group of 20-44 years old, the impact of HIV/AIDS and other long-term, disabling illnesses

places increasing challenges and burdens on employers during the 1990s.

Due to reduced productivity from absenteeism, stress, diminished employee moral and the spiraling costs of medical insurance and worker's compensation claims, the National Institute for Occupational Safety and Health estimates that long-term disabling illnesses currently cost the American Economy approximately two billion dollars a year.

Unfortunately, many employers are not prepared to face the workplace complications of HIV/AIDS and other long-term disabling illnesses because they lack working knowledge of applicable federal and state legislation and comprehensive plans that encourage both the health and productivity of the workforce. With the additions of The American With Disabilities Act of 1990, increase in states and local legislation and the increasing complexity of human resource com-

▼
Many employers fail to consider how to treat an employee with a long-term, serious illness until too late.

munications to employees, the necessity for thorough education and comprehensive planning has become essential.

According to Kim Leffert, employment/labor law attorney with Rooks, Pitts and Poust of Chicago, "Many employers fail to consider how to treat an employee with a long-term, serious illness/disability, such as AIDS, cancer, or multiple sclerosis, until too late. Treatment of employees with AIDS, employees who have tested positive for HIV—the virus that causes AIDS—or employees with other long-term disabilities is especially sensitive because of the variety of issues involved."

Avoid Discrimination

The Rehabilitation Act of 1973 (which applies to government contractors), the Americans with Disabilities Act (which applied to employers with 25 or more employees as of July 26, 1992) and the handicap provisions of the Illinois Human Rights Act (which apply to every employer in the state) all prohibit discrimination on the basis of an employee's status of having AIDS or other protected disabilities, the employer's perception that the employee has AIDS or other protected disabilities, or a record stating that an employee is afflicted by any such diseases.

Leffert also cautions employers that although the discrimination laws are of primary concern, employees with serious diseases such as AIDS bring other legal issues to the fore. Health care cost containment and the provisions of medical and life insurance to employees with AIDS, employees impacted with HIV or with other long-term, serious illnesses is a serious concern. Employers have sought a variety of ways to stem the rising tide of health care costs, including limiting benefits to certain employees; but, these limitations can run afoul of not only discrimination laws, but also of the Employment Retirement Income Security Act (ERISA).

Further complicating challenges faced by employers is the impact of AIDS/HIV and other long-term disabilities on human resource operations. "First and foremost," according to Madalyn Freund, corporate communications/issues management specialist and senior vice president with the public relations firm of Ruder-Finn, Inc. of Chicago, "are the legal restraints now being placed on communications by employers to employees."

Many states, such as Illinois, have enacted laws protecting the confidentiality of HIV test results, prohibiting mandatory testing under

certain circumstances and protecting an employee's right to privacy. Consequently, spreading information about an employee's medical condition or HIV status could give rise to legal claims of defamation, invasion of privacy or intentional infliction of emotional stress.

Human resource managers also face the bottom-line effects of lost productivity due to the results of misinformation, employee fear and lack of planned company policies on employees with AIDS/HIV and other serious disabilities. When management does not have accurate information and a clearly delineated plan to handle these situations, the loss of worker cooperation and trust, the loss of positive employee moral, the loss of employee manhours and skill, and the strain in the ability of management to effectively manage its staff almost always equals lost productivity for the employer.

Both Leffert and Freund counsel clients to contact established professionals to assist them in facing the challenges that AIDS/HIV, other serious illnesses, and increased regulation of the management of disabilities in the workplace have placed on employers.

Improve Education and Communication

"Corporate management and human resources executives need to educate themselves first on the law, the development and implementation of effective company policies and how to educate their workforce on these issues in order to maintain their productivity, their competitiveness and to avoid potentially serious and expensive penalties for violating the law," notes Freund.

"While obtaining information and developing solid policies at first appears overwhelming, solid preparation truly makes the process manageable," comments Chris DeChant, co-host and producer of *Aware: HIV Talk Radio* and health issues communication specialist with Ruder-Finn, Inc. DeChant notes, "A simple example would be developing and executing a plan for job reassignment for an HIV-positive employee requiring a special work schedule due to medical treatments. If a support staff person needs to be gone every Friday afternoon for a treatment, developing an effective way to reassign workloads, working out an adjusted compensation plan, and communicating the workload reassignment to other employees that need to be involved can be accomplished without problems if properly executed and planned." DeChant warns that reactive behavior can lead to problems in these situations. "You don't want to send out a memo to staff indicating

Q. Is there a legitimate concern for contracting HIV/AIDS through splashes of blood?

A. The blood born pathogens rule from OSHA concerning usage of plastic gloves and federally approved universal medical precautions should be followed. There should be one person at any such sporting event that is trained in handling medical emergencies where an accident may occur resulting in blood exposure.

This person should also have a proper medical emergency kit, including plastic gloves and plastic toweling to handle any accident with blood exposure. You don't always know if someone is HIV positive. Also, other diseases such as Hepatitis B are transmitted by blood. Thus, any person that has exposed blood during an accident should be treated as if their blood could be infected.

Secondly, the likelihood of transmitting HIV via blood accidentally splashing on another person during a sporting event is very, very small, though possible. If both parties have open, exposed wounds, there is a very, very small possibility of transmission. Blood splashing on unbroken skin will not transmit the virus. People should remember also, that sweat and saliva will not transmit the virus during normal contact. In the case that no one at the event is trained to handle a medical emergency, contact your local trained paramedics (#911).

Q. What maintenance precautions need to be taken in locker rooms and showers?

A. Barring an accident, again where blood would be exposed, there are no special precautions that need to be taken in locker rooms or showers. There are no documented cases to date of HIV transmission via household, office or other contact due to sharing cups, equipment, bathrooms, toiletries, etc.

Q. Should ES&R managers be concerned that a volunteer who agreed to serve food at the company picnic could have HIV/AIDS? What kind of precautions should ES&R managers take to guard against this?

A. In 1990, the U.S. Department of Health and Human Services (HHS), per the request of the U.S. Congress issued a list of diseases that could be transmitted by food if handled by infected food workers. HIV disease was not on this list; consequently, persons HIV infected should not be prohibited from serving or handling food, since HHS and current scientific and medical experts determined that this was not a probable way of transmitting the virus. As in any situation where food is being handled for the general public, appropriate sanitary measures, such as wearing plastic gloves, should be followed. (In the event that someone has accidentally cut themselves and their blood has tainted the food, the food should be immediately disgarded.)


Q. How do ES&R managers convince employees that they will not get AIDS from participating in a blood drive?

A. Since 1985, all official organizations that operate blood drives, such as the American Red Cross, screen all applicants donating blood, test the blood for HIV antibodies and use universal medical procedures during the blood donation process, such as disposing of all needles and syringes after a person's blood has been drawn. As long as the organization operating the blood drive is a legitimate service organization in the business of obtaining donated blood and uses proper universal medical precautions, there is no chance of contracting HIV by donating blood. Any organization operating blood drives should be willing to review their precautionary procedures with your managers and employees. This should be communicated to employees via appropriate educational materials.

that the affected employee's regular job duties are being reassigned because s/he is sick," says DeChant. "This is the time that you need to be prepared to handle the situation first within the parameters of federal and state regulation, and secondly in a way that treats the affected employee and their co-workers in a sensitive and effective way."

Conclusion

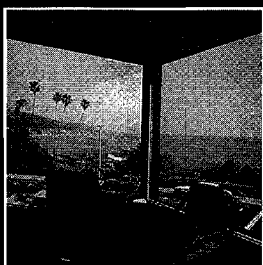
Through the integration of timely and accurate knowledge of the law regulating HIV and other disabilities (including the terms of the American With Disabilities Act), the development of comprehensive corporate policies regarding HIV/AIDS and other serious illnesses, and proactive employee HIV/AIDS education, employers can practically and effectively manage the complications that can and often do arise. As the 1990s evolve and the progression of AIDS/HIV increases along with federal and state regulation regarding treatment of the dis-

abled, the challenges arising from AIDS/HIV and other disabilities in the workplace are issues employers cannot afford to neglect. 

Chris DeChant is co-host and producer of Aware: HIV Talk Radio and health issues communication specialist with Ruder-Finn, Inc., Chicago, IL. Rooks, Pitts & Poust and Ruder-Finn, Inc. are the creators of and are currently offering seminars in the metropolitan Chicago area entitled "HIV & The Workplace: A Corporate Seminar Series" regarding the legal and human resource impacts of HIV and other serious disabilities on the business community and employers. For information on these seminars and lunchtime seminars, call (312) 644-8600.

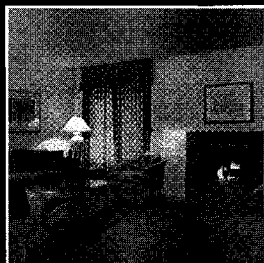
For speakers on this topic, contact American Red Cross Offices and City/County Health Departments. They will either have speakers themselves or can put you in contact with community based HIV/AIDS service organizations that will have speakers. Also, call HIV Peer Network, (212) 691-9100. They offer free speakers who can speak on HIV/AIDS issues.

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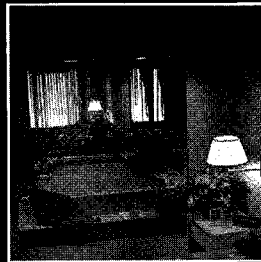


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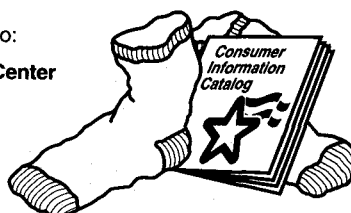
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Ammunition **Negotiating**

**Learn how to perform vital
research, understand banquet
and entertainment contracts
and get what you want.**

Negotiating is a big part of conducting our business. With the cutbacks we all face today it is important to save our companies' money and yet provide them with quality events for their employees without cutting back on our services.

What does it mean to negotiate? The *Webster Dictionary* defines the word negotiate:

To confer with another in order to come to terms,

To arrange by conferring: Negotiate a contract.

According to *The Convention Liaison Council Manual*, "Negotiation should be viewed as a collaborative process among professionals—nothing more, nothing less."

People have been negotiating since ancient times. The barter system is a way to negotiate. We negotiate every day of our lives in business, with family, relatives and friends. We negotiate at work with management and with fellow workers, whether it's for a raise or coexisting with fellow workers. Working as a team is a big part of negotiating.

So how do we negotiate in the business world to accomplish what we want for our customers—our employees?

Preparation for Negotiating

Before you start your negotiations, complete this checklist to ensure you are prepared for the negotiation process. Prepare by asking yourself the following questions and reminding yourself of the following statements:

- Have you given yourself enough time to do a proper job?
- Can you be firm? Or flexible?
- Are you in control?
- Are you afraid to ask for what you or your client want?
- Are you prepared—have you done your homework?
- Have you read everything carefully and do you understand everything?
- Do you have a lawyer to review contracts and advise?
- Know what you want and go after it.

for **Contracts**



by Angela Cerame, CESRA

- Don't be put off.
- Stay in contact with the supplier.
- Put everything in writing.

It's vital you stay within budget constraints—negotiating helps you do that.

As a consultant in the field of employee services and meeting planning, much of my time is spent negotiating. I found it's important to know your customer. Find out what they want and need from you. Ask them to write down what their customer requirements are for a particular event. Then, determine the reason/objective for this particular event and what goal should be achieved. Ask your customer how s/he envisions this event and where would they like to have such an event? Provide suggestions on other alternatives. Discover if you will be working with a committee, then, have a clear understanding of what is expected of you. In essence know what they want—who, what, where, how many and how. List your customer's requirements to achieve their ultimate goal.

After you have a complete understanding of

your task, prepare to research facilities to hold the event. When researching a facility, determine some of the elements needed for the particular event.

The proper facility should first be able to accommodate the number of people to be invited. It should also suit the type of people to be invited and the facility should match the degree of formality the invitation will exude.

It should provide your guests with everything they will need to complete your desired effect. It should be conveniently located for the guests or it should allow you to arrange suitable transportation to the facility. Consider which mode of transportation guests will be using. If overnight accommodations will be needed, your facility or an adjacent facility should provide accommodations.

If there is a theme to your event, ask yourself if the facility itself encompasses the theme or if you will be able to decorate to establish your theme.

Then compare the facility offerings to the

elements that will make up your event. If there is to be a meal function, be sure the facility offers a quality meal with excellent service.

If your event will include speeches or an awards ceremony, does the facility offer the appropriate equipment for this setting? The facility should offer audio visual services if you need them, or it should allow you to bring in an outside company. If you have planned to provide entertainment, again check the facility's

stage equipment and sound system. Then, decide if the facility can accommodate a comfortable seating arrangement for your guests.

If you need to distribute favors or need to bring in special decorations, examine how cooperative the staff will be to work with you.

Of course, after deciding what you need, you should examine which facilities can provide you with what you need within your budget.

Take time at the beginning to determine what accommodations your desired facility must offer before you begin looking at sights. Then look for the services you need.

These Items

Chart A

If using a hotel:

- What is the rack rate of a sleeping room?
- Does their room rate fit in your budget?
- What is "in season" at their facility?
- What is their complimentary room policy?
- Talk to other people who have used the property.
- Research other options—other properties in the area—compare the going rate.
- Determine the type of meal or meal functions and give the hotel time to prepare a food and beverage quote to fit your needs.
- Who will be using the facility—Are there other groups in house at the same time?

Other areas that are negotiable (besides room and meals):

Parking
 Cut-off dates for room reservations
 Complimentary rooms
 Space—Room fees
 Setup
 Decorating
 Staffing (coat checker, bartenders, etc.)
 Deposits
 Recreation facilities

Importance of Research

The next step in the process is to do your homework. Research is a big part of becoming knowledgeable and in turn powerful in your negotiating process. You can never have too much information. Learn as much about the facility you are interested in as possible. For example, if you are looking at hotels, you should research the answer to questions in chart A.

Know the volume of business you can provide a facility within a year; you have better negotiating power. If you are going to do several events within the year and a particular facility can accommodate these events, go to them with a calendar of events and negotiate based on volume of business you can bring them.

Get to know who you will be negotiating with. In most facilities the first person you will be working with will be a sales director/manager. They will book space needed within the facility. They will then set up a meeting for you with the food and beverage director/manager. The food and beverage manager will meet with you on all set-up arrangements and food functions.

Get to know the person who will be negotiating or working with you. Find out how long they have been working in this particular site? How long have they been working for this company? Where else within the company have they worked? Why they left their previous site? How much they are empowered to decide? What do they have approval to negotiate?

Elements of Contracts

Some facilities/properties will provide you with two types of contracts (agreements)—one to cover the date, overnight room rate, complimentary rooms, times of arrival and departure, check-in and check-out times, cutoff date for room reserva-

tions, billing procedure, room reservations process, type of function, space needed, penalties (cancellation clause), protection clauses, insurance, ADA, incidentals and amenities.

The second would include space booked (ballrooms, meeting rooms, etc.), number of guests per function, attendance guarantees for food and beverage, penalties of cancellation, set up and equipment needs. Facility/Properties will sometimes provide you with one contract, which includes all of the items mentioned in the two different types of agreements or two separate types of contracts or agreements.

After meeting with the facility's/property's food and beverage manager, your requirements are recorded on a banquet event order (BEO). The agreement will detail any item needed for setup of each function you will be doing, whether it's a small meeting or a large banquet. Items included in a BEO are space, date, time, setup: of tables, chairs, stage (dimensions), dance floor; meal functions: time served, meal guarantee, menu, reception requirements, hors d'oeuvres by the piece price, linens, cost for items including service charge and tax, AV requirements, wait staff, bartenders, type of bar service—by the drink, wine service (by the bottle), parking and coatroom—just about anything needed to implement your function. You will be required to sign confirming all items have been covered to your specifications. A copy of this BEO is given to every member of the hotel working on your function.

Entertainment

Entertainment for your function is also an area where a contract will be signed. Booking entertainment you will either use an agent or production agent or agency. An agent is a person who obtains engagements for entertainers, is paid by the entertainers, and has no contract for production responsibilities. They work on behalf of the entertainer and will negotiate what is best for their client, the entertainer. A production agent is a person who books entertainers from the entertainer's agent. They work for the best deal for you—their client. They go to the agent for the best price they can for their customer. They charge a fee and it is included in the cost of the entertainment. You can negotiate the cost of the entertainers' setup with the production agent. These costs could include staging, lights, power, labor, etc. These items can be very costly and are negotiable.

Another important item to research in prepa-

ration for an event is the music licensing fees.

Copyright law requires that the producer or sponsor of a public performance of copyrighted musical works—live or recorded—must obtain permission from the copyright owner. "Public performance," according to the copyright law, is a performance held outside a normal circle of family and friends. The American Society of Composers, Authors, and Publishers (ASCAP) and Broadcast Music, Inc. (BMI) license the performing rights to more than 95 percent of the copyrighted music played in this country. These music licensing societies are authorized to collect fees on behalf of their songwriter members and to bring suit against infringers. Insurance against liability can be obtained by signing contracts with both ASCAP and BMI. Depending on the number and kind of musical events, and the number of attendees, music licensing can cost an organization anywhere from \$200 to \$8,500 per year.

Definition of Terms

When reading the various types of contracts there might be terms you are not familiar with. Be sure to ask questions, thoroughly understand what you, the customer, are responsible for and what is the responsibility of the supplier (hotel property, entertainment agent or producer). It is advisable to have someone in your company's law department review and explain to you what are the company's responsibilities. Use Chart B on page 22 to prepare for some of the terminology used in contracts.

Conclusion

Negotiating contracts is an important part of our business. Go to the negotiating table with more than one option or alternative. Always be aware of your responsibilities before signing contracts. I cannot stress enough how important it is to do your research before signing any contracts. Have items in the contract explained to you that are unfamiliar or unclear.

When negotiating, remember, don't be afraid to ask for anything, all they can say is No—if the answer is Yes—you have achieved your objective and more importantly, your customer's objectives!

Angela Cerame, CESRA, is a consultant to Xerox Corporation, Rochester, NY in the field of employee services, special events and meeting planning. She is responsible for the Xerox National Long Service Program in eight locations nationally.

▼
**You can
negotiate the
cost of the
entertainers'
setup with
the produc-
tion agent.**

Facility/Property

ADA—American with Disabilities Act: Hotel contracts will include this to define what their responsibilities would be and to define your responsibilities.

Complimentary room: Rooms a property provides without charge based on the number of rooms picked up and occupied by a group. Most hotels offer you one (1) complimentary room for every 50 rooms occupied.

Customer: You.

Fire Legal Liability: Protects you if the property holds you responsible for fire damage caused by your negligence.

General Liability: Provides protection against claims involving bodily injury and property damage.

Host Liability or Liquor Liability: Protects the group against claims resulting from serving alcoholic beverages. Research your local state laws.

There are many other types of insurance coverage you might need depending on the type of event.

Incidental Medical Malpractice: Protects you, nurses or paramedics staffing your event against claims for failure to render proper or adequate medical assistance.

Penalties (Cancellation Clause): Provision in a contract which outlines penalties if cancellation occurs, for both parties for failure to comply with terms of the agreement.

Room Block: Number of rooms reserved for one group or to determine space needed.

Supplier: The facility or entertainment agency.

Room Plans

American (AP): Room rate includes three (3) meals.

Continental: Room rate includes continental breakfast.

European (EP): Room rate does not include meals.

Flat rate: One rate for hotel guest room block. Does not include suites.

Modified American (MAP): Room rate includes breakfast and dinner.

Room Terms

Amenities: Complimentary items in sleeping rooms.

Cutoff date: Assigned day when the facility will release a block of sleeping rooms to the general public.

Guarantee Late Arrival: Guest room that is guaranteed by credit card or advance payment if arrival is later than 6 p.m.

Guarantee Reservations: Pre-paid reservation held until agreed arrival time, or check-out time the next day, whichever occurs first. Guest is responsible for payment if reservation is not cancelled.

Incidentals: Expenses other than room and tax, billed to a guest's account.

Master Account: Form on which authorized charges incurred in a facility by a group are recorded.

Master Bill: Room, tax and incidentals billed to master account.

Rack Rate: Property's standard, pre-established guest room rates.

Food and Beverage

Call Brand/Name Brand: Selected by a customer according to personal preference.

Cash Bar: Private room bar setup where guests pay for drinks individually.

Gratuity: A tip for service (some facilities use a gratuity instead of service charge.) If it is a gratuity it is not usually taxable. Need to check with state regulations.

Guarantee: The number of servings to be paid for.

Head Count: Actual number of people attending a function.

House Brand: Medium or lower priced brand of liquor.

House Wine: Moderately priced wines carried by the property.

Open Bar (Host Bar): Private room bar setup where drinks are paid for by the host/customer.

Premium Brand: Most expensive brands at that property.

Reception: Stand-up social function with food and beverage.

Service Charge: Charge for the services of waiters/waitresses, housemen, technicians, and other food function personnel.

Surcharge: An additional sum added to the cost.

Tax: State and local taxes for services and food.

Entertainment

Concessions: Promotional items such as albums, posters, T-shirts sold by artist's representative.

Force Majeure Clause: Artist's contract clause which limits liability should the performance be prevented due to disruptive circumstances beyond the artist's control.

Rider: An additional clause in artist's contract stipulating special requirements such as travel, dressing rooms, technical equipment, etc.

Set: Performance area including props, equipment, and length of time band or orchestra plays between breaks. 



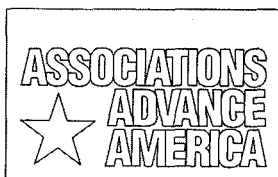
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The work of associations is woven throughout the fabric of American society, and the public has come to depend on the benefits that associations provide.



If you would like more information on how associations advance America, please call Tom Gorski, ASAE, 202-626-2704.

Adding Gold & Silver to Your Offerings

by Steven Bell

▼
**Learn about
precious
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and what
items can be
easy sellers
in your store.**

While it can be easy to sell jewelry in your employee store, there are a few factors to consider. Purchasing the right products adds to the ease of sales.

Before your employee store starts to sell jewelry, it is important to understand the product being sold. First, let's separate costume jewelry from fine, or precious metal jewelry. Both kinds of jewelry are meant to be worn to adorn the body. With costume jewelry, you are selling styling that usually can be sold for lower prices, because the manufacturing is done without using precious metal. Usually, the manufacturer uses brass or plastic, and will often plate the merchandise with a color of gold. This "color" is just that, since there is not enough of a layer of karat gold to allow it to be sold as gold filled, gold plated, or electroplated. With this process of manufacturing, the product is developed with fashion appeal to the consumer, to be sold quickly, often there is not as much thought given to quality, as there is to quantity and profit margins. (This is not to say that there is not a good market for this type of product, nor, should we forget that there are very fine manufacturers of costume jewelry, who have developed great product lines and who are known for their creativity, presentation, and quality control.)

Precious Metal Jewelry

This article is devoted to the discussion of developing an employee store's "precious metal" jewelry business. We must even be careful in using the word "fine" in the selling of precious metal jewelry—for all manufactured merchandise in this category is certainly not fine.

Most often the three precious metals used in

the manufacturing process of jewelry are gold, silver, and platinum. We can eliminate platinum from this article, because it is not sold in any large degree in this country. Gold is the metal most commonly associated with fine jewelry. In the United States, it is available in three karat contents—ten, fourteen, and eighteen. This simply means that the manufacturers use three percentages of pure gold to manufacture for the United States' Market. Sterling Silver jewelry is available in .925 for this country.

Briefly, the number in the karatage of gold, is how many parts gold there are in the metal, coupled with how many parts alloy. Ten karat gold has 10 parts gold, 14 parts alloy, 14-karat is 14 parts gold, 10 parts alloy and 18-karat is 18 parts gold with six parts alloy. In this country sterling silver jewelry is 92.5 percent pure silver. Without delving too deeply into this subject, it is sufficient to say that it is the seller's obligation that the merchandise being sold meets the karatage stated on the merchandise. With this in mind, always insist on suppliers putting the karat content and registered trademark on each piece of jewelry. The law in the United States, to protect the consumer, states that the karat content and trademark must be stamped next to each other.

Now that we have a little knowledge of what type of jewelry this article is discussing, let's look at the categories available to sell. As we previously stated, jewelry is meant to adorn the body. It is most commonly worn on the fingers, ears, wrists, necks, and ankles. It can be beautified with gemstones, pearls, and enamels. It can be bought for personal use, or given as a gift, and truly should be used for a lifetime.

Buying Jewelry Inventory

In managing an employee store, thought is always given to how easy it is to buy, stock, main-

tain, display, and sell a product. Precious metal jewelry must be purchased with the same thoughts and guidelines. The store buyer must be like an engineer driving a train—transporting the passengers along a set route as quickly and as easily as possible, but with safety always in mind. The buyer must purchase items that will sell to the masses of their company as often, and quickly, as possible with little left over. This means setting up basic types of fast turning (selling) items and not drifting off the track by buying slower selling items. The buyer always has to remember to not include personal tastes, but to remember the customers' tastes.

There are several ways to decide what to buy for the store. Consider conducting a study of the surrounding retailers or a short poll of the company employees. When studying nearby jewelers, it should be noted that jewelers usually concentrate on selling diamonds and precious stoned items because they are larger units of sale. Department stores try to sell the higher priced units, and can be successful if they have trained personnel. These stores will also try to sell precious metal jewelry, and may stock a large selection. (It is possible that the fine jewelry department is not owned by the store, but is leased.) Chain-type discount stores generally will be found carrying merchandise assorted by price-point, and are set up to sell with little or no help from salespeople.

Keeping in mind what your regional stores sell, how they show the merchandise, and to whom they sell the merchandise, the employee store can set up a very good, but simple precious metals jewelry department.

Earrings and Chains

What to sell? The basics always sell best. In other words, buy styles that can be worn everyday or for dress. Buy earrings and chains to start. These are probably the two easiest categories of precious metal jewelry to manage. Both these categories have many reliable vendors. Look for those that will help you manage your inventory. Usually this means setting up a basic stock program, and filling in either monthly or bimonthly, depending on your rate of sale. Ask your vendors for help in presentation. You probably will need a four, five, or six foot single level showcase to lay out your chains. (Both sterling silver and karat gold can be put in one showcase to start.) On top of your counter, put earring carousel displays. This is the easiest and best way to show basic earrings.


Why chains and earrings? These categories are the fastest selling in the area of precious metals. They require no sizing, and have very few repair problems. You can offer a large selection of styles, at various price points, with relatively little investment. They can be worn by nearly any female (and many male) customers of the store. They are very good items for gift giving. Finally, they are often multiple sales.

Are there other items to consider? Yes. It is, however, important to remember that the profit of a sale is made at the buy not the sell. It is not advisable to carry merchandise that requires a lot of purchasing and sales skills. Avoid items that require sizing and that can break easily.

Conclusion

Pricing is important in selling precious metal merchandise, but it is not the only thing to consider. Do not get caught up in the "weight syndrome" of gold. More goes into the manufacturing of quality jewelry, than just the gold content. The company manufacturing the product, distributing the product, and the workman's warranty is very important. The weight of the metal is part of the price. After all, there are rump steaks and filet mignon—both steak, but certainly different prices per pound.

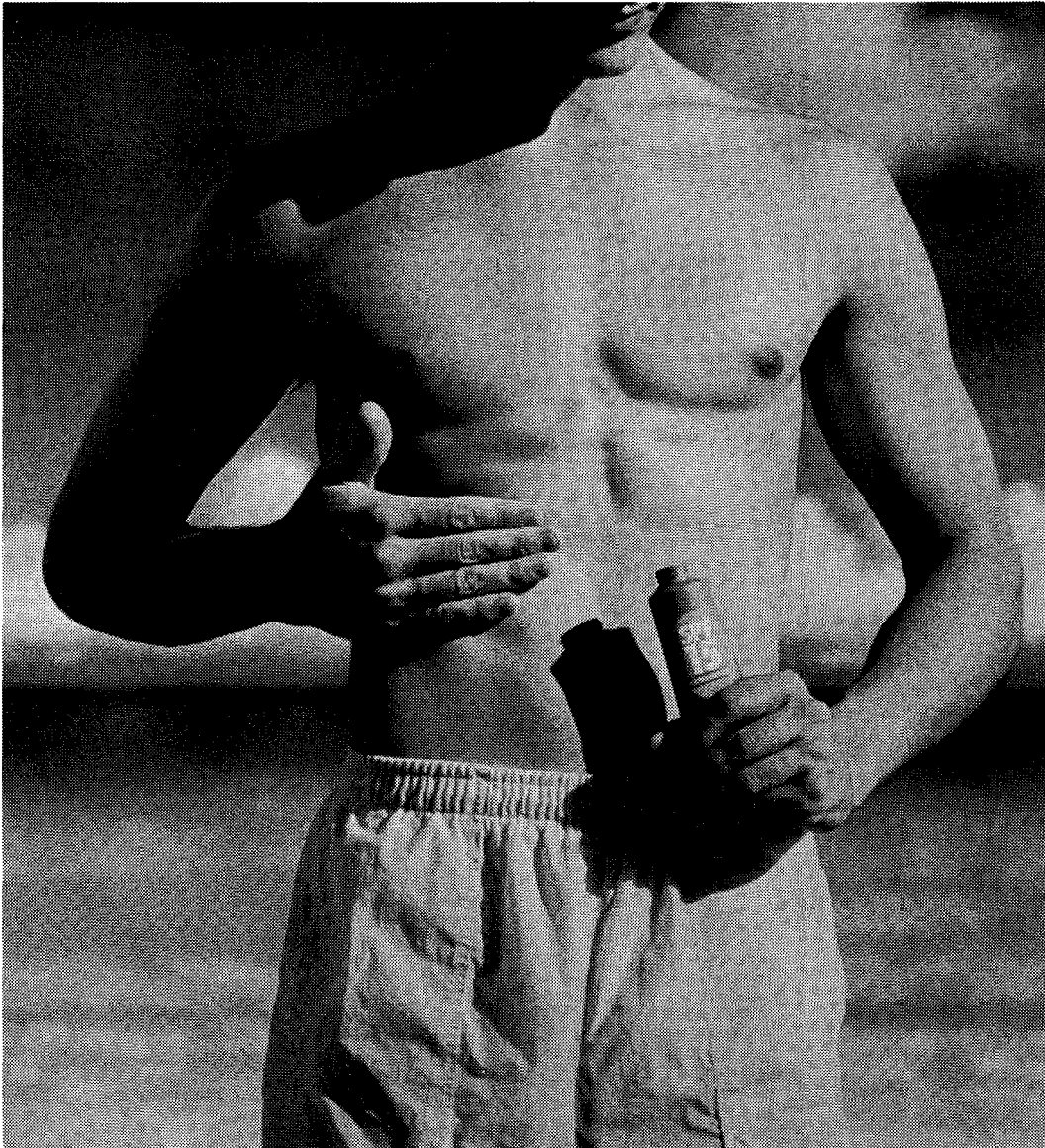
Buy merchandise that is well-made, well-styled, and has good perceived value. Ask yourself what you might pay for the item at a store in the area. Ask the potential vendor who they sell and service. Always remember that your sale is never final, because you want the purchaser to return and buy again.

Lastly, enjoy selling precious metal jewelry. You should find that the store personnel will enjoy great satisfaction selling these products. 

Steven Bell, president of Steven Bell Associates, Inc., has had 20 years of experience selling and marketing jewelry. Representing several internationally known jewelry manufacturers, Steven Bell and Associates sells and services over 1,700 accounts throughout the U.S. including some of the largest retailers.

▼
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important to
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that the profit
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Promoting Health to Employees Who Travel

by Genie Blackhurst

"I've gained a few pounds lately. You see, I travel a lot." "I don't have time to exercise. I travel." "You try to eat right on the road. It's impossible. I'm on the road all the time. Fast food and business lunches are too fattening!"

I hear it all the time. It's challenging to support employees you see every other week who feel they just don't have time to take care of themselves. Until recently, all I could do was shrug my shoulders and say "Yeh, it's tough isn't it?"

Then, I traveled too, and learned a few tricks along the way. In an effort to share these techniques, I've put together a program we call "Healthy Ashland Travelers." Travelers need special support. Their unique situation presents specific "road blocks" in maintaining a healthy lifestyle.

There are just a few steps to follow in developing a program that will work for your company.

1. Interview your travelers. Travel some yourself, if you can. Find out what works and what doesn't work in different environments.
2. Sell the notion to your management. Chances are they travel and would like to get this information themselves.
3. Once you have the go ahead, you need to find a means for distributing materials to the end user, the traveler. At Ashland Chemical, we have our own travel department. I met with the department director who agreed to insert flyers in passenger's tickets and rental car agreements. If you aren't as fortunate to be in this situation, try payroll stuffers or newsletter articles. Bulletin boards are not as effective because the client can't take the material with him/her.
4. Offer easy-to-read, portable material so that it can be read on the airplane, in the motel room or at the breakfast table in a restaurant.

5. Focus on three states—Awareness, Education, and Evaluation.

Awareness

A self-reported Health Risk Appraisal is a great way to kick off your program. Distribute it to all employees in a general mailing. Everyone travels to some extent, even if it's just on vacation. It calls attention to the program and is a great teachable moment.

Here is an example you may want to use:

Traveling, whether with the family or on business, makes staying healthy a unique challenge. We are all asked to manage things today. Whether it's time, money, phone calls, accounts or your boss, managing is a balancing act. Just how well do you manage your own health, particularly when traveling?

▼
Developing a program for your travelers doesn't have to be expensive or complicated.



1. Do you skip breakfast? If you regularly skip breakfast, it may be a symptom that: a) You don't understand how your fuel system works. Breakfast gives you that all important energy in the mid-afternoon. b) You may not be planning enough time for your morning—too rushed.

2. Do you get enough fiber in your diet? We need 20-30 grams of fiber a day to maintain a healthy digestive system. There are almost 5 grams of fiber in one medium-sized apple and 5.6 grams in a medium-sized potato. It is recommended that we consume 5-9 servings of fruits and vegetables

a day. (Juice doesn't count.)

3. Do you eat a balanced diet? It is estimated that only about 2-3 percent of Americans eat a balanced diet. If you're one of them, congratulations. Most people, especially travelers, find planning a healthy diet one balancing act too many on the road. Consider food supplements to boost your nutritional intake. Vitamins C and B complex are particularly needed for the stress of traveling.

4. Are jumping in line or throwing your weight around your only forms of exercise when you travel? Stretching helps increase flexibility (great for protecting that back when lifting heavy baggage) and is a great way to reduce the effects of stress (due to missed connections, forgotten materials...). Muscle conditioning tightens muscles and increases the rate at which you burn fat. It also makes it easier to lug heavy bags. Fat burning exercises (aerobic: walking, running, jumping rope) aid in the control of percent fat and also helps you fit in those small airline seats more comfortably.

For more information on these and other issues that affect employees' health while traveling, employees look for special inserts in their airline tickets when they pick them up from Ashland Travel. Each month they will find a different packet that will support them in managing their health on the road.

Education

As I alluded to earlier, our program for travelers is called "Healthy Ashland Travelers" or "HAT." We remind employees, "Take your HAT with you."

Twelve different flyers were developed and distributed monthly. Each month has a different emphasis.

- Stretches for long plane rides
- Travelers' stress management techniques
- Healthy eating on the run
- Fat burners for the road
- Muscle toning techniques without weight machines

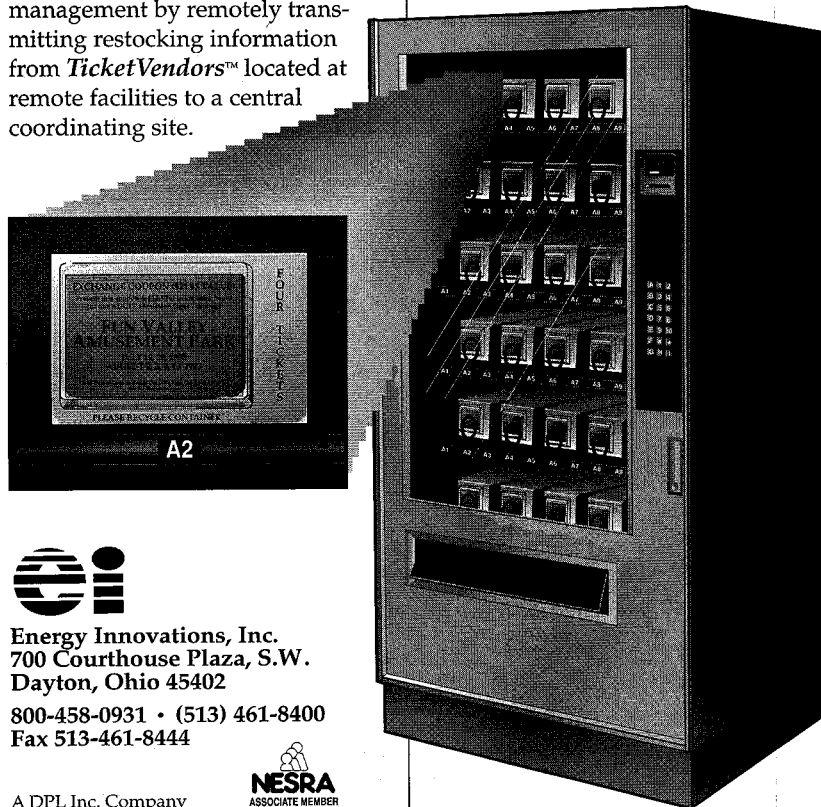
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If funds allow, add-on features might include:

- Music tapes designed for aerobic exercise, either floor exercises or walking tapes.

- Cassette tapes for relaxation—music with voice guided muscle relaxation techniques.
- Video tapes that can be checked out for use in a motel room. There are many commercially available that include such topics as relaxation, stress management, stretching, and aerobic exercises.
- Stretch bands for muscle toning exercises.
- Plastic hand-held containers that can be filled with water for weight training.
- Guidebooks for exercise facilities in different cities. These products can be distributed along with the flyers, incorporated into a contest for travelers and used as incentives, or given as a gift for returning surveys.

Evaluation

To measure the effectiveness of the program, frequent travelers are asked for their opinion and suggestions. In that way, quality is continuously improving.

Staying healthy is becoming increasingly important as we revamp our health care system and understand that most illnesses and accidents are life-style related. Travel brings its unique stresses and pressures to our employees and deserves special attention.

Genie Blackhurst manages the Health Promotion, Recreation and Fitness Facility at Ashland Chemical, Inc. in Dublin, Ohio and is a member of NESRA.



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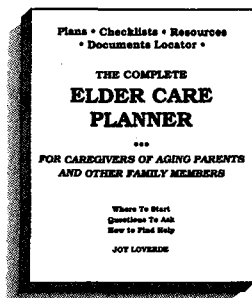
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Internship assignments last 8-12 weeks. Working hours are Monday through Friday 8 a.m.-5 p.m. however, working hours can be flexible, depending upon the student's and PSEA's needs.

Dos and Don'ts

Now here are some "Dos and Don'ts" to keep your intern and your organization happy with the program.

- Do remember that the student has many other opportunities in which to choose. Offer them the best learning experience you can.
- Do outline the project with deadlines. You both will want to know if the prospect can do the job.
- Do offer flexible hours. Since s/he is in school, try to work around his/her school hours.
- Don't expect the intern to be able to handle a major task unsupervised. Always allow time per week to go over the project for any problems.
- Do have your intern use your *NESRA Peer Network Directory* to contact other NESRA companies with NESRA programs.
- Do have your interns put together a portfolio to show their accomplishments to use for job interviews along with your letter of recommendation.
- Don't limit your intern's responsibilities to stuffing envelopes and typing correspondence. They have chosen to do the internship with your company due to the job description. Make the work challenging and "fun."

Projects


To date, the following program successes have been assisted by these terrific interns: Siobhan Spencer, Doug Martinson, Kristy Regan, Cindy Barnes, Alicia Telles and Laura Vera.

- White Water Rafting Program: Revenue enhancement (commission) established with three rafting vendors, as well as adding a new service with very little administration or labor required.
- Internship Brochure: Draft of a brochure being reviewed to date for distribution to schools.
- Volleyball Tournament: Exciting beach blast with 35 coed teams, children's games and contests.
- Bowling Tournament: Event with 500 bowlers.
- Volunteer Athletic Tournament Manual: Manual prepared to assist athletic committee volunteers.
- PSEA Newsletter: Assisted in editing quarterly newsletter, *PSEA Today*, for distribution to 38,000 employees and retirees.

■ 75th Anniversary Celebration: Year-long project involving hundreds of volunteers, culminating in a two-day event with nearly 24,000 family participants.

■ PSEA Archives Display: Coordinated a pictorial display at corporate headquarters depicting 75 years of PSEA activities.

Value

The above listed events show a diversity of projects coordinated by our student interns. These folks are a major part of our successful Employee Service Program. The value of their contributions to our program cannot be adequately expressed in words. They are one of our most valuable resources...and a welcomed part of our PSEA family. 

Dale L. Shafer, CESRA, is the vice president of Pacific Service Employees Association (PSEA) and is NESRA National Director for the Western Region.

▼
**The value of
their contri-
butions to our
program
cannot be
adequately
expressed in
words.**

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*Thanks you
for the warm reception!*

The response to our specially designed
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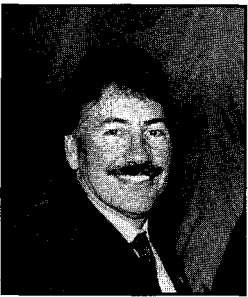
WEDDING INVITATIONS • ANNOUNCEMENTS
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Call 1-800-538-1585

Utilizing Interns as Resources

by Dale L. Shafer, CESRA
NESRA National Director of the Western Region



▼
**Read the dos
and don'ts of
starting an
internship
program and
gather
sample
projects for
interns.**

As times get tougher and we all have to do a little more with less, where do you find that bright young, eager assistant to help you with that special project?

How can you make the most of your budget dollars?

And as an added bonus...How can you help transition a budding prospect from the world of academia to the real day-to-day professional working challenges?

The answer, in all cases, is through a student internship program.

At Pacific Service Employees Association of Pacific Gas & Electric, we have been utilizing interns as a valuable resource to our overall program for a few years now. At first, it was without any compensation to our interns but now we offer a stipend to help offset our interns' expenses or to assist with tuition costs.

With the desire to make the process of starting-up an internship program as painless and worthwhile to your organization, the following is a brief summary of our program and successes.

Goals

To have a successful program, you need to fulfill some essential goals. Give the student intern the opportunity to work on challenging, credible projects. Give the participating school a clear outline of what is to be offered and expected from the student intern. Make sure the internship program offers the student a learning experience that will help him/her achieve future employment within his/her desired occupational field, even if it is not within your organization. In other words, have a clear understanding of expectations between you, the school and the student intern.

Most schools will have a student intern program coordinator within each department. Your initial contact should start early and be for fu-

ture semesters since the most qualified and determined potential interns are already planning their future employment and training opportunities.

To date, our program successes have been assisted by student interns from California State Universities in Sacramento, San Jose, Hayward, Chico, and San Francisco.

PSEA's Program

PSEA's interns are college students majoring in recreation, marketing, or related fields with some degree of administrative or leadership experience within recreation. Generally, interns are junior or senior undergraduate students.

Although we do not expect to find a polished professional, we desire our candidates to have:

- Marketing skills
- A knowledge of advertising
- An understanding of promotion
- Organizational skills
- Communication ability—verbal and written
- Computer literacy
- Team player disposition
- Creativity
- Desire to learn in a hands-on environment
- Career-minded approach to responsibilities
- Ability to work within deadlines

PSEA offers challenging learning opportunities in recreation, employee services, marketing, advertising and promotion.

Our intern assignments include assisting with athletic tournaments, company-wide employee programs, newsletters, flyers and brochures, publicity, writing feature articles, and special events.

Our interns are treated as staff members. They have the opportunity to attend PSEA board meetings, staff meetings, committee meetings, and employee recreation conference meetings outside PSEA. Weekly meetings are scheduled with the intern and his/her assigned supervisor to discuss special project assignments and provide open communication of accomplishments.

Continued on page 35



Western Region 42nd Conference and Exhibit

**September 16-19, 1993
Hyatt Regency at Gainey Ranch**

Plan to have four days of valuable learning experiences as well as tons of fun. Pre- and post-conference trips will be offered. Also, tennis and golf are available on site.

Registration cost is \$180.00 (\$200.00 after August 1, 1993) including:

- 3 Breakfasts**
- 2 Lunches**
- 2 Dinners with Entertainment**
- Registration for all Learning Sessions and Exhibit Hall**

Room rates are \$90 single/double

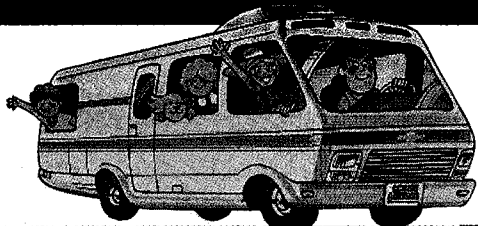
For more information, contact any of the following:

**Ron Smith
Conference Chairman
City of Glendale
5850 W. Glendale
Glendale, AZ 85301
(602) 435-4508**

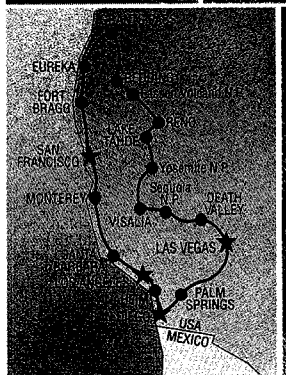
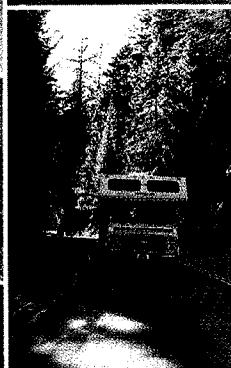
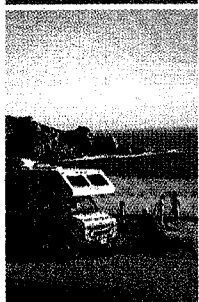
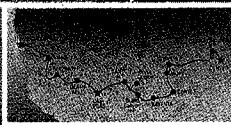
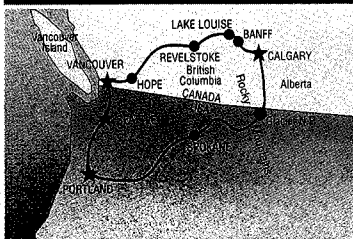
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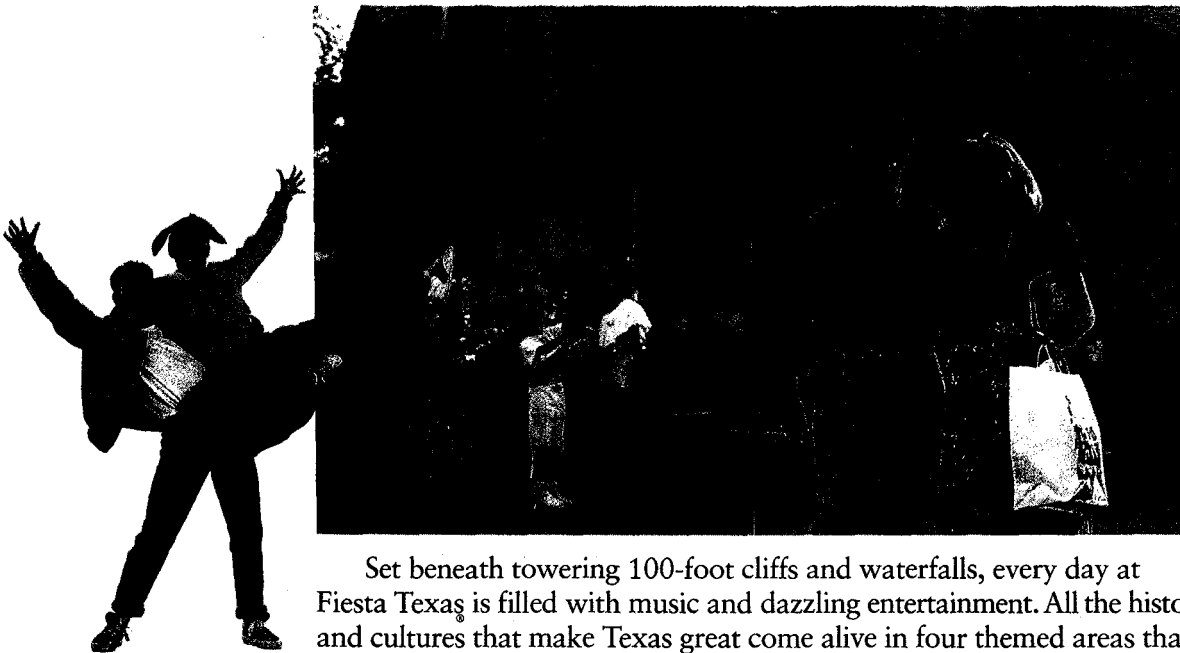
M A N A G E M E N T

Journal of Employee Recreation Health & Education | September 1993



*Joining Forces to Educate the
Workforce of Tomorrow*

GIVE YOUR GROUPS THE BEST OF TEXAS IN ONE UNFORGETTABLE PLACE. FIESTA TEXAS!



Set beneath towering 100-foot cliffs and waterfalls, every day at Fiesta Texas is filled with music and dazzling entertainment. All the history and cultures that make Texas great come alive in four themed areas that highlight the state's Hispanic and German heritage, its wild-cat frontier days and the 1950s hometown spirit.

Nine breathtaking live musical productions, featuring more than 400 talented performers, are staged in air-conditioned comfort or under breezy covered seating. And every day ends with the Lone Star Spectacular, a thrilling display of laser images and fireworks set to music.

World-class rides offer adventure for all ages, from a special children's area and vintage railroad trains to the world's tallest, fastest wooden roller coaster, The Rattler.

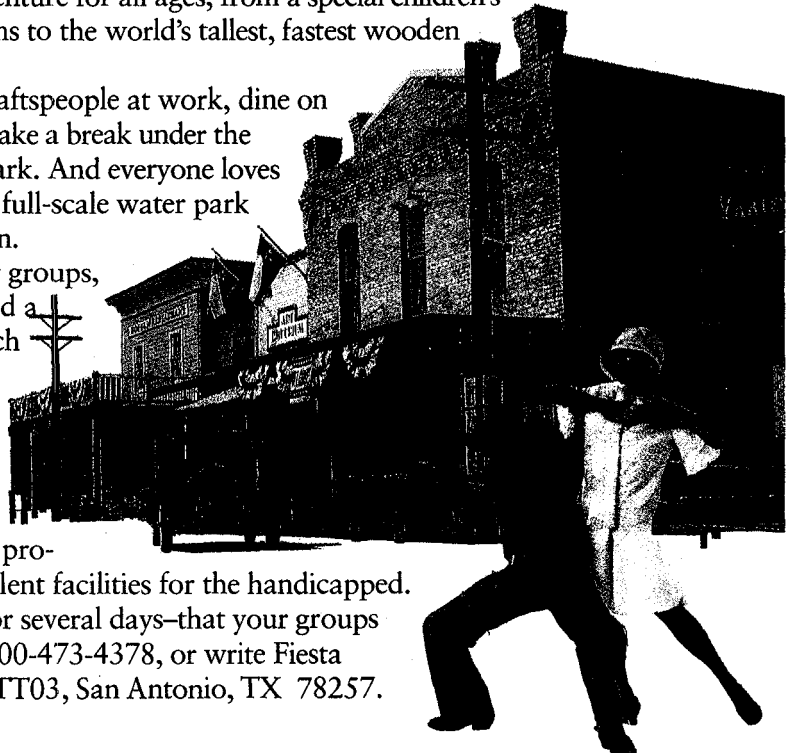
Visitors can see real craftspeople at work, dine on authentic regional cuisines or take a break under the lovely shade trees that fill the Park. And everyone loves a dip in the Ol' Waterin' Hole—a full-scale water park included in the price of admission.

Fiesta Texas goes all out for groups, with special discounted rates and a variety of services available. Each Park area includes comfortable sites for group outings and parties, and the Fiesta Texas staff offers complete event planning and catering services. Free and convenient parking is provided for buses, as well as excellent facilities for the handicapped.

To plan a fun-packed day—or several days—that your groups will never forget, please call 1-800-473-4378, or write Fiesta Texas, 17000 I-H 10W, Room TT03, San Antonio, TX 78257.

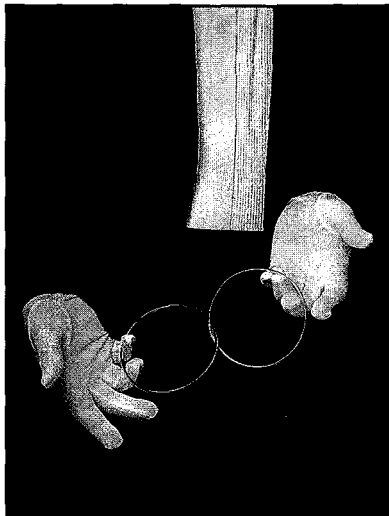


THEME PARK
San Antonio, Texas



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September 1993



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We've Been Getting Noticed

by Cynthia M. Helson
NESRA Director of Communications



▼
**The media is
interested
in the type
of programs
you offer.**

Judging from the increased number of calls we've been getting from the media lately, I'd have to say employee services and recreation is making its way into the spotlight. Reporters are finding themselves researching more stories on the various services companies offer employees in addition to the usual benefits. The media is definitely interested in the emphasis of family programs offered to employees, employee stores, and convenience services.

Many of these calls are a result of NESRA Headquarters' steady flow of press releases being sent to the media. Headquarters responds to these queries by providing background information and (after obtaining approval from individual members) a list of NESRA members who can speak from experience about specific programs or issues.

While the reporters are admitting we are the only comprehensive source for information on a variety of employee programs and while we are gaining further exposure in such publications as *Working Woman* magazine, *PR Reporter*, *The Philadelphia Inquirer*, *Human Resources Management* and *Employee Relations Bulletin*, I'm still a bit distraught.

I'm frustrated because sometimes, when I first receive their calls I find that although the media knows we are an expert on specific employee programs, they don't refer to the umbrella that encompasses these programs.

Sometimes, they call asking about "soft benefits" or "employee perks." Year after year, we've promoted our programs not as employee perks or soft benefits, but as employee services and recreation programs.

I'm reminded of a college professor who taught an organizational communication course. He used to refer to providing employees with programs that gave them "warm fuzzies"—making employees feel good about themselves, their jobs and those who employ them.

Of course, as reporters call, I educate them and insist they use the correct term, "employee services and recreation." But I also called my professor and informed him of the term used within NESRA and today's workforce. In addition to sending him information about NESRA, I urged him to dispense with his obsolete term and to refer to our programs as they are respected in the work world.

What all of you have been doing is certainly not a new revelation to the workforce, as some of the media are led to believe. You've been earning great respect within your organizations. With respect comes recognition. So join me in creating more exposure for you. When someone calls employee services and recreation by any other name—be it an old name or a brand new name—let's stop them and inform them of the correct term and insist that they call our programs "employee services and recreation."



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Employee Services Management

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ **Suggestion Box Saves Money**

Phillips Business Information, Inc. estimates that during the first year, ideas from employees submitted via a suggestion box saved the company \$250,000, reports *Folio* magazine. This company's suggestion box generated many good ideas for saving and making money, as well as making life easier and improving morale.

Once a month, on Recognition Day, when all new employees and promotions are acknowledged, winners in the suggestion box are given \$100 each. Awards are presented by the president of the company.

▼ **Executives and Collecting**

Collectors share passion, drive and are centered on things. These people build from a single button, a kingdom of buttons, says *Fortune* magazine. It is the same type of drive that makes people succeed in business.

At least one in three Americans is a collector. Add in people with systematic accumulations of records and photographs, and at least half of America collects. High-level executives have the re-

sources and empire-building drive to collect in a big way.

Most collectors begin in childhood, have more than one collection during their lives, and pursue several themes within a category.

Time is a chronic issue for the high executive with collecting ambitions. Does collecting or work come first?

Forget about collecting purely as an investment, it is always a mistake to buy something you'd be unhappy to keep. Collectors have a highly delicate, ambivalent relationship with prices.

▼ **New Health Figures**

Although it's common knowledge that unhealthy workers can cost time and money, *American Fitness* offers these latest figures:

A recent study found employees with active lifestyles cost a company less in medical claims compared to inactive employees. The study also found:

- Smokers have 18 percent higher medical costs than nonsmokers.
- Workers who are extremely overweight often have 50 percent more medical claims exceeding \$5,000 in one year, due to related health problems.

- Absenteeism for exercisers averages 50-60 percent lower than for sedentary employees.
- Inactive persons spend 30 percent more time in the hospital than those who exercise.

▼ **Sexual Harassment Laws Change**

Sexual harassment in the workplace is prohibited under many state and federal laws. The laws of sexual harassment are continuing to be defined and employers that don't keep up with the legal definitions and changes could very easily find themselves on the losing end of a judgement. According to a recent survey, 90 percent of the Fortune 500 companies have received sexual harassment complaints and one-third have had lawsuits, reports the Gable Group.

Recent cases and new laws define the increasing responsibilities and exposure that employers face regarding sexual harassment. No longer are personnel problems purely issues of managerial judgement; rather they have become legal issues with serious financial and legal ramifications.

▼ **Personalities Are Problems For EAPs**

Organizations often ask the Employee Assistance Program to help meet the management and treatment needs of resistant, difficult employees, says *Employee Assistance*.

These employees often have borderline personality disorders, and EA professionals must know how to identify and understand the dynamics behind them.

These manipulative behaviors often hinder a borderline's capacity for close working relationships with peers, coworkers and supervisors. These people will often have an unstable employment history. Borderlines range in severity of dysfunction, but tend to be more volatile, over-reactive, easily angered and likely to display loss of control. A borderline personality disorder may overlap with other disorders: neurotic, schizotypal, narcissistic, anti-social, dependent or hysteric behaviors.

Most EAP interventions include assessment and referral or short-term counseling and developing a working knowledge of appropriate referral sources. To increase coping capabilities in the borderline, try also to stabi-

lize the client and refer for longer-term, intensive counseling. Look for a psychologist or psychiatrist who has extensive experience in addressing the needs of this population. An assessment followed by referral to outpatient treatment is generally ideal, though hospitalization may also be necessary for some.

▼ **Part-time Work May Have More Costs**

Part-time work during high school may have more costs than benefits, a University of Michigan study shows. The study, based on nationally representative samples of more than 70,000 high school seniors, links number of hours worked to a range of undesirable behaviors and outcomes, including poor school performance, drug use, aggression, fighting with parents, and failing to engage in healthy behaviors such as eating a good breakfast and getting enough exercise and a good night's sleep.

Researchers at the University of Michigan Institute for Social Research emphasize that while most after-school jobs should no longer be considered good for teenagers, working long hours is not necessarily the cause of the many problems working students experience.

Nearly one-third of U.S. high school seniors report working more than 20 hours a week, with 15 percent of males and 9 percent of females working 31 hours a week or more.

Student use of cigarettes,

alcohol, marijuana, cocaine and amphetamines are all strongly related to number of hours worked. The more hours worked, the greater the likelihood of use.

Students who spend more hours on the job not only have less time for sleep, they also are more likely to short-change their health by failing to eat breakfast and exercise vigorously. Seniors who worked 10 hours or less per week were no worse off than those with no jobs. Those who worked five hours or less per week actually reported slightly more sleep time and more exercise than those who didn't work at all.

▼ **Ahh The Smell of Baking Bread**

Remember the last time you smelled fresh bread baking? Didn't you feel warm and wholesome?

Well, *Personnel Journal* reports a recent study conducted by Robert Baron, a professor at Rensselaer Polytechnic Institute in Troy, NY, found that the smell of apples or other pleasant fragrances can reduce the negative effects of stress on the body—and increase productivity as well.

Two groups of study participants were asked to perform a complex cognitive task under both high- and low-stress situations. One group was placed in a room with a pleasant fragrance while the other group was not. The group not exposed to the fragrance experienced more adverse effects from the stress than the other group.

The study found fra-

grances in the room increased productivity during both cognitive tasks and an additional message decoding assignment. However, fragrance decreased performance during speed-related proofreading tests, perhaps due to increased relaxation.

▼ **Take the Fear Out of Living**

Living, it has been reported can kill you. New findings and near-constant warnings make it easy to believe these are very dangerous times, reports *USA Today*.

The problem is getting the public to take real risks seriously and ignore the trivial risks. One out of three people in the U.S. dies of heart disease. One in five dies of cancer, a third of which is smoking related. Strokes account for one of every 14 deaths; one of every 23 deaths is caused by an accident.

The best life-protecting program is to stop smoking, eat nutritionally and buckle up your seat belt. Doctors urge their patients to understand that you can control your lifestyle but not your genes. People can make themselves crazy trying to protect themselves from every possible threat.

▼ **Theme-Park Operators Have Big Plans**

Iwerks Entertainment, Burbank, CA, is planning a string of \$20 million, 60,000-square-foot "Cinetrpolis" entertainment

centers, featuring simulators and high-definition film attractions, that it hopes will compete for theme-park dollars abroad, reports *The Wall Street Journal*.

MCA Inc., owner of the Universal Studios parks in Hollywood and Florida, says they will have one foreign park up and running by the end of the decade. MCA is moving forward with a five-acre entertainment zone at a marina resort development being built by a Matsushita's affiliate near Osaka, Japan. The project, is part of the 162-acre Marina City complex of condominiums, hotels and boat slips now rising on an island landfill off the Wakayama coast in Japan that is set to open next year.

Entertainment centers that combine computerized simulator rides along with elaborate video arcades, movie theaters, restaurants and retailing, are springing up in Japan. These smaller projects are attractive because land in many Asian countries is at a premium.

Japan's Namco Ltd., creator of high-end video games, last year opened a video arcade/amusement park in Tokyo called Wonder Eggs that has already drawn close to one million visitors.

Plans are also underway for a string of virtual reality parks, where visitors spend time amid three-dimensional images generated by computer.



Employee Services and Recreation: **2003**

**Are you underestimating your
power to make a difference?**

**Oftentimes an individual can
make all the difference in the
world to change the percep-
tion of an idea or concept.**

**This can also be true of the
worldwide recognition of the
value of employee services
and recreation programs.**

Some of you have been in this business for decades making great strides in the size and scope of employee services and recreation (ES&R) programs. Yet, justification of your programs and their value continues to be a constant process occurring between you and top management. Outside your company, when you respond to the common question, "What line of business are you in?," more often than not your response requires an explanation before your listener has some idea of your responsibilities.

Others of you have begun exploring the various opportunities within employee services and recreation. Some of you are amazed that you haven't heard of such an interesting field earlier. You're enthusiastic to find, lately, the need for these programs is becoming more pronounced.

All of us in the employee services and recreation field have been noticing increased media coverage of workplace issues, corporate culture, balancing work and family, increased services and employee recreation. It seems that more and more employee services programs are being individually identified. We're all at the edge of our seats promoting not only these components but the host of programs that make up employee services and recreation. It stands to reason then, that if ES&R individual components are being recognized for their value, complete recognition, by management and the public, of employee services and recreation cannot be far behind. It may happen tomorrow, five years from now or in the year 2003.

In a fictitious style, Ken Giannotti offers an account of how ES&R becomes recognized in the year 2003. He chose 2003 because it's 10 years from now. It's a completely random year, we all know increased awareness has been ongoing since 1941. However, this author chose 2003 as the year full recognition culminates into an elevated understanding and respect for the employee services and recreation field. Read this article, written as though it is 2003 with retrospect to the success of the ES&R field, with an open mind. It offers one explanation of how employee services and recreation becomes completely recognized as an essential element to every workplace.

Employee Services and Recreation: 2003

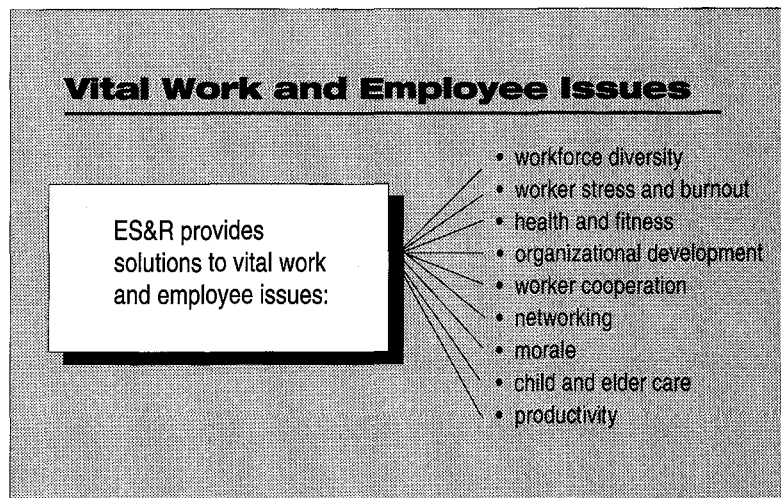
by Ken Giannotti

On a warm autumn morning in the year 2003, employee services and recreation programs were viewed as essential in the workplace by managers, employees, professionals, and CEOs everywhere. Indeed every working man and woman came to understand the fundamental value of Employee Services and Recreation (ES&R).

As corporate America restructured to compete in the 90s and into the 21st century, it turned increasingly to the skills and well-being of its diverse and time-constrained workforce. Businesses knew competitive success depended on quality, service, and speed and understood the importance of employee cooperation and commitment toward this end. These same organizations, big and small, began to provide an employee/family friendly work environment that allowed their workforce to live, breathe and recreate itself.

ES&R professionals played a key role in this transition period. And in 2003, ES&R was recognized for its solutions to and positive influence on vital work and employee issues.

Figure I



ES&R's unequivocal acceptance in the workplace in 2003 didn't come by chance but by the continued hard work of ES&R professionals and their professional association, NESRA. Before I describe how this came to be, let me share with you a short story.

Potato Washing— A Paradigm Shift

For more than 30 years, the Japanese monkey (species: *Macaca fuscata*), had been studied in the wild. In 1952, on the island of Koshima, scientists studying the monkeys provided them with raw sweet potatoes. The potatoes were covered with sand and dirt. The monkeys relished the sweet potatoes, but were not fond of the grit! A young female monkey, named Imo, began taking her potatoes to a nearby stream and washed them before eating! (In monkey terms, this is a cultural revolution comparable almost to the invention of the wheel.) Imo, taught this behavior to her mother, Imo's playmates also learned this new way and taught their mothers.

The scientists observed this extraordinary behavior which continued to spread through the monkey colony. Between 1952 and 1958, all the young monkeys were washing their potatoes—adult monkeys, with children, learned from them. Other adults kept eating their sweet potatoes with sand and grit.

In the autumn of 1958, something phenomenal occurred. (This is where fact and legend become one, i.e., the facts became somewhat obscure because most of the scientists were not sure what happened. Those that had an idea were reluctant to publish their opinion for fear of criticism. So stories about the incident were told and theories were informally shared with others.)

Let's suppose, when day broke on one autumn morning in 1958, 99 monkeys were washing their sweet potatoes. Let's further suppose that later that morning, the 100th monkey began to wash her potatoes. At that very moment almost every monkey in the colony began washing their sweet potatoes before eating them. But there was more. The startling revelation observed by the scientists was the behavior of potato washing jumping over natural barriers, the ocean, to monkey colonies on other islands and on the mainland at Takasakyama where all the monkeys began washing their sweet potatoes. Suddenly, potato washing was valued and practiced by all!

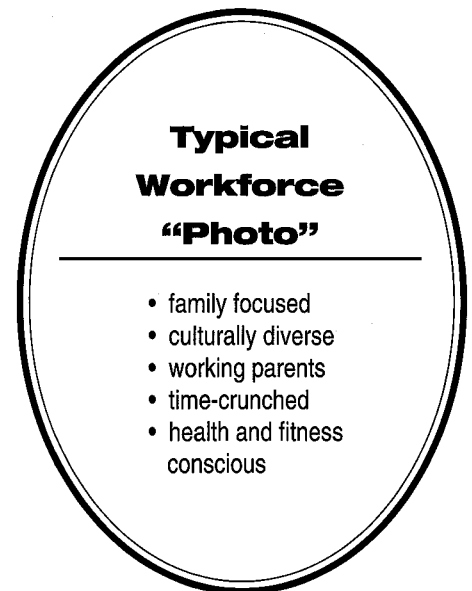
More Than Monkey Business

One could conclude, there is a point where, if only one more person—e.g., a manager, executive, employee, CEO—understands the value of ES&R, this understanding becomes known by

almost everyone. The success of ES&R or any social service profession is dependent upon the awareness and understanding of its value by people.

How did it happen? How did ES&R become viewed as essential in the workplace? Throughout the 90s and turn of the 21st century, ES&R staff assisted managers, supervisors, and other members of the workforce to understand how employee services and recreation met their company's needs and improved their organization's performance. Effective application of ES&R resources depended upon understanding, not only one's own company, but the unique needs of its employees. Most workforce profiles revealed cultural diversity, time-crunched spouses with a family focus, and a non-fad interest in health and fitness. The following workforce snapshot had significant service implications for the ES&R field.

Figure II



A Changing Workplace

During the last 20 years there had been a dramatic shift in the way employees viewed the work and family relationship. The traditional view of the male worker devoted to the company for life, with his nonworking wife at home caring for their children and the house had changed. Women entered the workforce in great numbers and men began taking greater interest in family-oriented activities. Family benefits became every bit as important as health and vacation benefits. So important, that many people wouldn't work for a company that did not respond to their family needs. Companies began offering child and elder

care options, longer leave allowances, greater flexible work hours and family recreation activities. And it was clear, the needs of time-crunched employees could only be met if ES&R resources were workday contiguous and workplace accessible. Contrary to expectations and reversing a century-long trend, the average American, in 1993, worked more hours than 20 years earlier. Driving across town to exercise, for example, no longer fit tight time schedules with children waiting at home or to be picked up at child care.

Employee communication and cooperation were vital if companies were to effectively compete. Regular participation in workplace recreation promoted informal personal communication between employees that enhanced their formal work communication and cooperation. Recreation opportunities became viewed as the most effective and economical approach to collapsing the social, ethnic, and cultural barriers between employees.

The turn of the century found business and government decision-makers concluding a paycheck and health benefits, while important, were not enough to promote employee effectiveness. Meeting other employee needs were just as crucial to the success of their company and organization. Contemporary organizations had also restructured their work culture, e.g., employees were no longer punished for taking advantage of family-oriented services. Companies with supportive work environments survived and thrived. ES&R staff constantly strove to achieve employee enthusiasm in all aspects of their programs and services. When employees became enthused about certain activities, they shared their enthusiasm with others.

Some Talked, Some Volunteered, And More Believed

Between 1993 and 2003, employees were given the opportunity to share their enthusiasm for ES&R with others, and they did. Employees talked openly and enthusiastically about their company and the value of its employee and family services. Employees, for example, appreciated the benefit of convenient and affordable company child care and told others how it made them more effective. These personal verbal and written declarations provided management with the most accurate and meaningful needs/benefits analysis possible. No matter how hard one tried in the past, justifying ES&R was difficult—the results, the numbers, could always be considered as “soft” data. (The social sciences do not lend themselves

readily to “hard” analysis because so many factors can influence the outcome.)

In addition to sharing enthusiasm, employees volunteered to assist ES&R staff plan, promote, and evaluate services. New cost effective approaches to delivering services were discovered and tried. Providing forums for meaningful involvement increased employee passion for and commitment to ES&R resources. Managers—whose employees used ES&R services—found employees more focused, motivated, less anxious, cooperative, and healthier. Companies were rewarded with lower turnover, better trained applicants, and improved morale. ES&R truths were accepted and talked about in the workplace.

Figure III

ES&R Truths

- Convenient child care services significantly minimize the worry of working parents.
- Workplace recreation experiences dramatically promote employee cooperation.
- A company store saves employees time, anxiety, and money
- Workplace exercise programs allow employees to keep a regular exercise schedule
- Time-crunched employees need a family friendly employer

More and more ES&R staff found themselves coordinating and/or administering such employee resources as: dependent care; recreation and travel activities; discount programs; company stores; and fitness, convenient and community services.

Companies funding small core ES&R staffs found the cost (personnel, supplies, and equipment) of additional services desired could be borne by employee participation fees. Program fees were reasonable and locations convenient when companies dedicated space for ES&R functions. Clearly, ES&R efforts had saved employees time, enhanced employee work cooperation, and kept minds job-focused. Decision-makers came to view ES&R as a benefit and understood no other employee benefit saved money or had such an effect on morale and employee well-being.

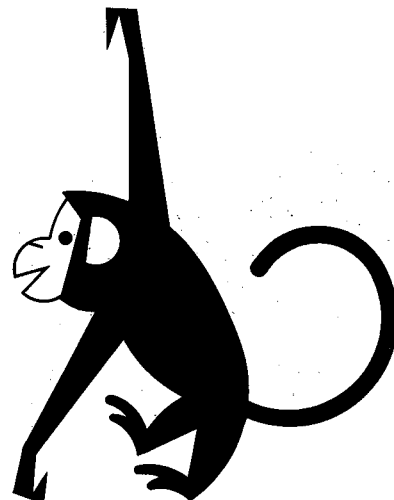
The Keys To Success

In the autumn of 2003, ES&R staff kept doing the things only they could do and do well. ES&R professionals had understood the needs of their companies and employees and responded with innovative employee programs and services. New cost effective ways of delivering those resources were successfully introduced.

Figure IV

A Key to 2003

- Provide services employees need and want.
- Create member enthusiasm in all aspects of ES&R programs.
- Provide opportunities for employees to express what ES&R means to them.
- Involve employees in planning, implementation, and evaluation of services.
- Allow employees to share in the cost of providing needed ES&R programs.



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Ken Giannotti is principle administrator for Lawrence Livermore National Laboratory in Livermore, California.

These same professionals demonstrated vision, character, enthusiasm, energy, a sense of humor, inspiration, creativity, and hard work to bring ES&R to full acceptance.

So, what was it on that autumn morning in 2003 that finally brought business decision makers to appreciate the organizational value of ES&R?—it was:

**One more employee;
one more supervisor;
one more administrator;
one more manager;
or one more CEO**

that came to understand the value of Employee Services and Recreation.



**Delegate Budget Information
for**

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(Wednesday-Sunday)

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See article on page 18 to discover all San Antonio has to offer!

Joining Forces to **Educate** *the Workforce of* *Tomorrow*

This article will address how Honeywell Inc., Minneapolis, Minnesota; ITT Hartford, Simsbury, Connecticut; Compaq Computer Corporation, Houston, Texas; and UNISYS, Plymouth, Michigan dedicate themselves to investment in education and it will also provide companies of all sizes a host of possible actions to take to create a stronger link between schools and corporations.

Honeywell Inc. Develops Partnerships with Schools

Submitted by Dorothy Guanella

As a business, Honeywell Inc. knows the importance of an educated workforce, informed consumers and a strong and growing economy. The company recognizes that the real costs of unmet social needs undermine its competitiveness through higher taxes and increased medical expenses. As a result, an investment in education is an investment in the company.

Honeywell has developed partnerships that improve education and opportunity for the next generation of workers by joining the forces of government, education, business community organizations and social service agencies. Honeywell supports these collaborative efforts because it believes that for education to successfully fulfill its mission today, all members of the community—including business—need to join together, share resources and provide support in line with each group's area of expertise in this effort. These groups must work to meet a wide range of needs. Honeywell employees are vital to

the success of the company's partnerships with education and in helping education reach its potential.

A Variety of Involvements

In 1992, Honeywell contributed nearly \$9 million to a wide variety of programs nationwide. A sampling of the partnerships follows. As you read them, keep in mind opportunities for action in your community.

- Students from Penellas County Schools in Florida receive hands-on experience in a free enterprise system at Enterprise Village. At the village, fifth-grade students are assigned jobs operating various "businesses"—storefronts sponsored by local corporations. Honeywell is one of several corporate sponsors to have made this \$1 million project a reality. This contribution supports the local community of the company's Clearwater, Florida employees.
- The partnership between corporate human resources and the Laura Ingalls Wilder Elementary School in Minneapolis is in its fourth year. Honeywell employees are paired with classrooms, visiting students monthly to help improve literacy. The employees read to the children and show them that reading is fun and learning is important.



UNISYS, Plymouth, Michigan

UNISYS raises students' awareness of opportunities by providing business speakers for classrooms and conducting business tour demonstrations to include conversations with business employees. Both sessions conclude with questions and answers.

Note: Joan Morrison, human resources specialist, (313) 451-4814, at UNISYS offers guidance with this program to anyone who calls her.



Volunteers

visited about

30 schools

during the

1992-93

school year.

Other programs encourage interest in math and science. One such program is Math Option, which introduces girls from the Philadelphia area to professional women in technical fields. The program provides junior-high girls with access to women role models. The women demonstrate the wide variety of opportunities available and encourage girls to enter scientific fields.

- Dozens of Honeywell engineers volunteer their time to demonstrate the wonders of science to eighth-and ninth-grade students in the Twin Cities. Industry Volunteers Encouraging Science and Technology organizes the volunteer effort. Teams talk to eighth-and-ninth grade math and science classes about education, career and family life, as

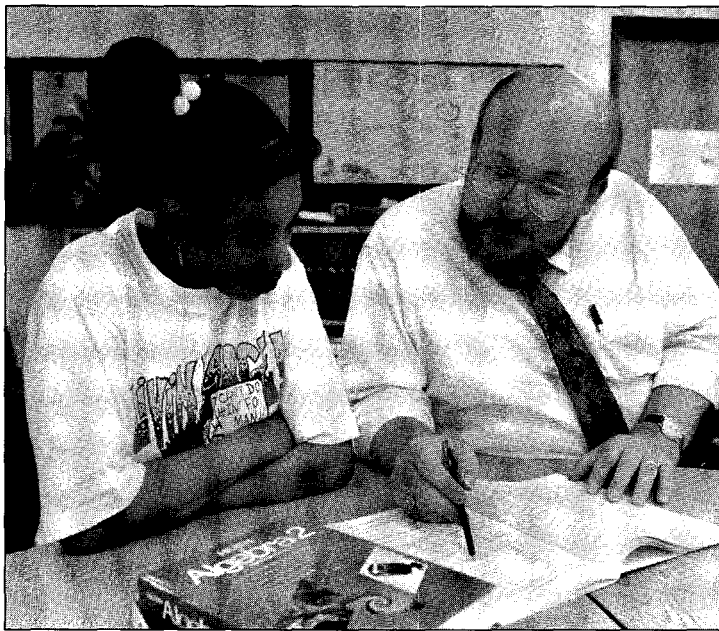
well as career options and college entrance requirements. Volunteers visited about 30 schools and 9,000 students during the 1992-93 school year.

- During March and April, Honeywellers from the Home and Building Control Toolroom in the Twin Cities helped fourth-graders create a giant globe as part of a statewide project on ecology.
- In Freeport, Illinois employees volunteer in an after school tutoring program. The program helps students in kindergarten through 12th grade improve their academic performance. "The Academic Career Enrichment program provides a much needed service to the schools, enriches the community as role models and helps students build a window to view their futures," says Scott Wiley, Freeport Junior High School principal. In addition to Honeywell's volunteer support for the program, the company's Foundation provides one-third of the program's financial support.
- In Phoenix, Arizona the Honeywell Foundation and the Arizona Coalition for Tomorrow (an organization headed by Arizona business, government and education) provide a day for economically disadvantaged children ages 3-6 to receive health and dental screenings and to enroll in Head Start. Last October, 3,100 children participated in this one-day fair, which started two years ago to ensure that children enrolling in Head Start had completed federally required health tests by November 1 each year. Previously, only 35 percent of the children enrolled in Head Start had been tested on time, and Head Start officials used scarce resources to complete the examinations.
- Honeywell and the Phoenix Zoo have teamed up to provide an opportunity for preschool children to learn about nature firsthand. To promote this educational experience, the Phoenix Zoo created a series of weekend educational programs for local children, ranging from a nature trail to an arts and crafts event. The Honeywell Foundation provided financial support and employees volunteered as hosts and guides.

**Suggestions for
Forming a Business-
School Partnership**

1. Be sure the CEO is committed to the idea. Then make a true commitment. See the program through. Making empty promises or quitting midstream does not set a good example.
2. Assign a coordinator to make sure volunteers get the orientation they need.
3. Find a school with policies against commercialism. This way you'll avoid advertising without helping the students.
4. Get insurance coverage for students while they are on company premises. Also take care of all other practical considerations.
5. Concentrate on people not money. Focus on understanding the schools and making a personal investment.

(Source: *HRMagazine*, April 1993)



One-on-one attention is just one specialty of the New Vistas High School in Honeywell Corporate Headquarters.

School is In-Session On-Site

In March 1991 James J. Renier, chairman of the Executive Committee, told the Federal Government House Budget Committee, "...We have a giant social agenda that...is diluting the ability of the educational system to deliver the academic agenda. One of the major factors is what has happened to little kids. And so going down that logic tree, one of the best things you can do to help solve the educational crisis in the United States today is work on the problems that affect little kids from minus nine months to the time they get to kindergarten."

That message was a true commitment of Renier, Honeywell Inc. and the Success by 6, a United Way of Minneapolis initiative designed to overcome barriers to healthy development of preschool children and to have them school-ready. Together, Honeywell, Success by 6 and the Minneapolis Public School District opened the doors of New Vista High School in Honeywell Corporate Headquarters.

The New Vistas High School is for students in grades 10 through 12 who are mothers or are expecting a child. The school offers individual, outcome-based instruction for the teen mothers, and child care and early childhood education for their children. A wide range of health and social services, including parenting classes, are available. Graduates of the program earn a high school diploma. The school accommodates 60 students and up to 70 infants, toddlers and preschoolers in child care.

The school is an effort to steer two generations of children from dependence on welfare. Honeywell proposed the school, supplied the space, largely equipped it and cleans it. The corporation spent \$200,000 to renovate the space.

Honeywell does not accomplish this achievement alone. Several organizations provide various provisions such as parenting and early childhood education, computers, on-site child care, on-site medical services, transportation to off-site medical appointments, and social workers.

The school is staffed full time by four teachers, a school social worker, a clerk, child care staff, as well as part-time staff.

Students must take the same basic courses required in other city schools, plus courses in family planning and child development and a day each week helping in the day care rooms. Admission is voluntary, and the school is no more selective than any regular high school. The school follows the Minneapolis school district's calendar. To get credit toward graduation, students must earn a B in each course. And they are earning 50 percent more credits per trimester than they did at their previous schools.

The New Vistas High School students are exposed to work experience through paid summer jobs at Honeywell, volunteer Honeywell mentors and unpaid internships at the company's employee credit union.

Since the school opened its doors in 1990, 50 students have received their high school diplomas.

Honeywell is collaborating with individuals and organizations to create unique and powerful partnerships that help overcome the challenges of today's society. The Honeywell Foundation is particularly proud of the impact the organizations and programs receiving funds have had in their communities over the years. Honeywell also supports the development of individual organizations that enhance the vitality of our communities.

Dorothy Guanella is 1993 Honeywell Employee Club president for Honeywell, Inc. in Minneapolis, Minnesota.

ITT Hartford Invests in Education

by Ann Denise Jameson, CESRA

What is meant by education? Why is it important? To educate, Webster defines as "to develop and cultivate mentally and morally." Every day of our existence, in whatever our chosen profession, without regard to age, in whatever locale we find ourselves; not only should we be concerned with educating someone who crosses our path, but also acquiring further knowledge through continued education. This is a MUST, on a daily basis, and in a multiplicity of occurrences. As a corporate citizen, we are concerned with educating the youth of America, our workforce, and mature Americans in the communities of our nation.

The Citizen Bee

There is a role for corporate involvement in civic education programs like the Citizen Bee, says Ann Jameson, manager of Community Affairs for ITT Hartford in Simsbury, Connecticut, "As we move ahead towards the 21st century, I expect corporations such as ITT Hartford to continue to invest in effective educational programs. Investments in our childrens' education are investments in the future of our country. The young people of today will become the workers of tomorrow. Our most valuable resource is a well-trained and well-educated workforce, and as a company's employees succeed, so does the corporation. Also, because learning doesn't end when we receive the diploma, or another degree, ITT Hartford is committed to continuing education. Our experience has been that ongoing education significantly increases the potential to achieve our individual goals in the workplace."

This is ITT Hartford's first year of involvement with the Connecticut Citizen Bee. ITT Hartford was impressed by the Citizen Bee and made a significant corporate commitment. What impresses Jameson the most is the level of knowledge these students have about our country, our political system and current events. "I also could not help but notice the incredible sense of accomplishment and pride shared by the parents, teachers and students alike. This fine educational

program obviously gets results, and ITT Hartford is pleased to invest in the Citizen Bee."

What is the Citizen Bee? The Citizen Bee is a civic education program and academic competition that encourages students to learn more about their nation, economics, and current events. The school-based citizenship education program and national academic competition is for 9-12 grade students from all 50 states, Department of Defense Schools in Europe, the District of Columbia, Guam and the U.S. Virgin Islands. Since 1985, more than 300,000 students have participated in the Citizen Bee. The Citizen Bee provides nearly 100 innovative classroom learning activities in U.S. history, government, civics, geography, economics and current events. In more than 3,500 high schools across the nation, thousands of students studied the information-packed Citizen Bee Guide to American Studies, read the historic documents in the Citizen Bee Great Issues in U.S. History, and kept up with current events in newspapers, new magazines and television newscasts. As they competed in more than 400 regional and state competitions, their accomplishments were rewarded—and their schools received much positive attention. Scholarships for the Citizen Bee competition are provided by American Honda Foundation.

The Citizen Bee is organized, sponsored, and administered in each state by a committee of local business, education and community leaders. In Connecticut the 25-member Steering Committee, of which Jameson is a member, is co-chaired by Secretary of the State Pauline R. Kezer and Marcey Munoz, Newspapers in Education, *The Hartford Courant*. The regional Bees are sponsored by the League of Women Voters of Connecticut.

Sponsorship for the state program is from the Connecticut Education Association, the Connecticut Council for the Social Studies, local Rotary and Lions Clubs and ITT Hartford.

The Hole in the Wall Gang Camp—The School Program

Two dozen fifth graders from Clark School in Hartford's inner city became campers and students at "The Hole In the Wall Gang Camp" last October, attending 16 days of science and nature studies and outdoor survival activities. There was one staff person for every four pupils, three teachers supervised the program curriculum and worked with staff from the Camp and the University of Connecticut and volunteers. Parents also played a role.

In addition to academics, student activities included boating and fishing, sports, hiking, arts and crafts, woodworking, radio-controlled airplanes, hot air balloons, astronomy, theater, and even cooking. Field trips to UPCONN and the Norwalk maritime Center were also organized.

This year ITT Hartford collected in excess of \$19,000 for the camp's activities. Twelve thousand dollars of the funds were allocated to the full support of two cabins during the pediatric immunization period (children with the HIV virus), and the remaining funds will underwrite the cost of an expanded and improved residential alternative education experience at the camp for the 50 remaining fifth grade students at Clark School.

The objectives of this project are multifold:

- To provide the fifth grade students with an experience that will help them develop self-awareness, respect for others, team-building skills, leadership qualities, and the sense of belonging and trust that comes from living and learning with peers in a unique environment
- To reveal to the students how safe, interesting and manageable nature can be, and how interesting the basic subjects can become such as mathematics, reading, writing and science
- To enable the students to bring back to their school a different set of expectations and a lively curiosity about the world, to influence other students in a positive way
- To create a model and innovative program that could be replicated. The overall camp program is designed to educate the whole child. At the camp the students become explorers and discoverers of a new world. The program fosters in the children a sense of independence and interdependence, self-confidence and concern for others. Their discoveries and their explorations develop within them a sense of self-worth and a lively curiosity about the world.

ITT Hartford is sure that these educational opportunities have a profound impact on the lives of their participants. We are proud and honored to support these programs and assist in the continuance of their successes.



Ann Denise Jameson, CESRA, is manager of Community Affairs for ITT Hartford in Simsbury, Connecticut.

Compaq Computer Corporation Runs A Successful School Supply Drive

Compaq Computer Corporation, Houston, TX has a yearly school supply drive that is relatively easy to operate and is community minded. According to Phil Hall, at Compaq, both programs were an expansion of the company's community outreach program. "We don't conduct these programs with a lot of fanfare. We hold the programs because we believe in helping the community. Most of the local community probably does not even realize what we do, but our employees know, we know, and the people we help know."

The drive runs for two weeks beginning on a Monday and sometimes carrying over onto a third week. Hall contacts local school district offices to locate area schools which need school supplies. Employees can donate individual school supply items or local merchants have school supply packages, with several items enclosed, that can be donated. Compaq then brings the items to the schools.

"We usually get enough school supplies to cover a couple of different classes in a couple of different schools," said Hall.

The steps involved for running the drive are simple and, after time, schools will probably contact your company:

1. Contact school districts to determine needs and types of items they would like to receive.
2. Set the dates. School supply drives are best held in late July or August.
3. Make and distribute promotional materials. Compaq uses posters which are hung in key employee entrances several days before the program starts. Colorful flyers are distributed to employees several weeks before the program starts. Electronic communication, which hits 90 percent of Compaq's employees, is used a few days before the program starts. The collection barrels are not put out until the first day of the drive. Compaq has found if the barrels are put out any earlier, trash and other assorted items make their way into the barrels.
4. The drive takes place and after it is over, the school supplies are taken over to the schools.

Your company and your employees have now helped those less fortunate than them with very little time and effort involved.

Phil Hall, who was interviewed for this piece, is manager of Employee Services at Compaq Computer Corporation, Houston, Texas.

NESRA of San Antonio Invites you to

San Antonio

*for NESRA's 53rd Annual
Conference & Exhibit
May 4-8, 1994*



Visitors to San Antonio can take a 30-minute barge ride on the San Antonio River, enjoying the sights and sounds of the internationally acclaimed River Walk.

*by Brenda Robbins, CESRA
NESRA 1994 Conference Chair*

San Antonio will be host to the 1994 NESRA National Conference. A city of wonderful variety, here you'll see cowboy hats, Mexican dresses and business suits alike. San Antonio's many attractions and unique cultural opportunities make it the complete conference and vacation destination. And visitors always feel welcome.

The tenth-largest city in the United States, San Antonio is home to nearly one million

people. Set firmly in the Sun Belt, with mild weather year-round, the city enjoys more than 300 days of sunshine annually and has a year-round mean temperature of 69 degrees Fahrenheit. Lush, semi-tropical trees and plants thrive throughout the year.

Many visitors are surprised to find San Antonio's most famous landmark, the legendary Alamo, downtown. The "Cradle of Texas Liberty" is a reminder of the city's Spanish past, built in 1718 as Mission San Antonio de Valero,

the first of the city's missions. It entered U.S. history books in 1836, when 189 defenders held the limestone church and outbuildings against 4,000 Mexican troops for 13 days. "Remember the Alamo" became the rallying cry of the Texan revolution and one of this country's most popular catchphrases. Today the Alamo is a shrine to its valient defenders and is open to the public.



The colorful costumes and exciting Hispanic rhythms of San Antonio's mariachi musicians set the mood for a wonderful visit.

The River Walk

If the Alamo is the soul of San Antonio, the gracious River Walk—the Paseo del Rio—is the city's heart and sets it's easygoing pace. This two-and-a-half mile stretch of prime hotels, fanciful shops, restaurants and sidewalk cafes shaded by colorful umbrellas is one of the top travel destinations in the U.S. Open-air barges cruise the meandering San Antonio river, their relaxing passengers often waving to strollers and diners enjoying the cool, mid-town oasis.

A stroll along the River Walk leads you to several points of interest. The Arneson River Theatre is one of the most unusual theatres anywhere—its actors perform on one side of the San Antonio River, while its audience looks on from the opposite shore. Up river from the Arneson is La Villita, the original Spanish core of river city. It's charming adobe, wood, and brick buildings have been carefully restored to serve as studios, shops and galleries for local artists and craftsmen.

Anchoring one end of the River Walk is Rivercenter, an exciting complex of fine shops, restaurants, and hotels. Sightseeing barges literally float into the three-story glass complex, which straddles the San Antonio River.

Downtown

On the western edge of downtown is one of San Antonio's favorite attractions, Market Square. The Spirit of Mexico is in the air here. At sidewalk restaurants Mariachis serenade diners, Mexican folk dancers often perform, and Tex-Mex food is the specialty. In the market square is El Mercado, a border-style bazaar whose vendors offer authentic Mexican clothing, pottery, foods, pinatas and handicrafts. It's a great place to browse and people watch.

Old-fashioned motor trolleys ferry visitors around downtown for an equally old-fashioned 10-cents. The picturesque trolleys—with their wooden benches and brass trim—drop visitors at a number of attractions including the Spanish Governor's Palace; San Fernando Cathedral, the oldest in the United States; and the opulent Majestic Theatre, a memorable setting for concerts and Broadway shows. Also downtown are lovely Victorian mansions, museums, and the King William Historic District, with the IMAX Theater, featuring a six-story screen and wrap-around sound.

The sky-high Tower of the Americas in HemisFair Park, site of the 1968 World's Fair, is one of the best ways to see the city. A restaurant and observation deck at the summit of the 750-foot-high tower allows visitors a panoramic view of the city stretching into the Texas Hill Country on the distant horizon.



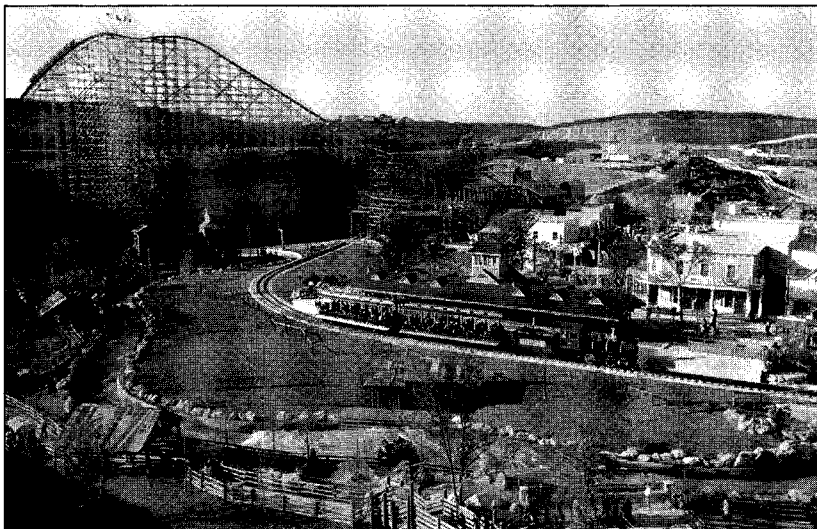
Coronation of King Antonio—Through the years Fiesta San Antonio has developed an array of "royalty." King Antonio is crowned on the first Saturday of Fiesta.

Attractions

San Antonio's attractions are not limited to the downtown area. On the northern side of the city is the Fiesta Texas show park. Located in an old limestone quarry whose sheer cliffs provide a dramatic backdrop, there's no other theme park in the country quite like it.

Fiesta Texas is a nonstop celebration of San Antonio and South Texas. Four theme areas enliven the park: The Mexican town of Los Festivales; the German village of Spassburg or "fun town" (German immigrants streamed into San Antonio in the mid-1800s); the 1920s cowboy boomtown off Crackaxle Canyon; and the small Texas town of Rockville, a re-creation of the golden age of rock'n'roll. Excellent live shows, rides, food choices, intriguing architecture, and craft demonstrations all carry out the themes. There is also a water park, with thrilling slides and refreshing pools, to cool you off on a hot day.

Fifteen exciting rides—including the world's highest and fastest wooden roller coaster—add to the fun. At one point, the "Rattler" roller coaster roars along the rim of a 200-foot-high cliff, then hurtles riders over the edge at 73 miles per hour.



At Fiesta Texas, live musical productions on seven theater stages are highlights of the park, as well as the world's tallest and fastest wooden roller coaster.

Although the rides are sensational, the real draw of Fiesta Texas is its live entertainment. Seven stages throughout the park vibrate with elaborate, professional music and dance shows for all ages and tastes. Each evening festivities end with a dazzling laser show projected on a cliff while overhead, fireworks burst in the air.



Enjoy "castaway" fun at Sea World's Lost Lagoon. Cool surf, sandy beaches, palm trees, and exotic animal habitats have transformed a portion of Sea World into a tropical paradise.

The entire extravaganza tells a fun version of Texas history.

Another "don't miss" San Antonio attraction is Sea World of Texas. In 1993, the world's largest marine life showplace invites guests to "make new memories" with Shamu, the killer whale, and Grandbaby Shamu, a whale calf born last February.

Grandbaby Shamu is part of an array of marine life education and entertainment displays that number more than 25 shows, exhibits, and recreational attractions, including seasonal performances by some of America's biggest musical stars. Visitors can see comical sea lions, graceful beluga whales, curious penguins or menacing-looking sharks. Two water rides offer wet and wacky thrills and nautically-themed Shamu's Happy Harbor play area is full of activities for kids and kids at heart.

This season, Sea World's new "Small Wonder's" self-guided tour for kids introduces youngsters to some of the ocean's most amazing animal babies and other tiny sea creatures.

A new multimillion-dollar water adventure area, Lost Lagoon, beckons visitors to immerse themselves in cool fun in the surf, sand and sun. The Lagoon's many features include a huge wave pool that simulates the ocean's crashing surf, four towering water slides, and a walk-through aviary with tropical birds and an alligator habitat.

A more traditional enclave is Brackenridge Park, just north of downtown. This park has the lush Japanese Tea Garden, the esteemed San Antonio Zoo—one of the most complete in the nation—a skyride, and a miniature locomotive

ride. Visitors also have the chance to be real Texas cowboys riding mounts from Brackenridge Stables on horse trails throughout the park. At the park's edge is the excellent Witte Museum, a natural history and science museum. Near the park are the spacious San Antonio Botanical Gardens and historic Fort Sam Houston.

San Antonio has two impressive art museums. The McNay Art Museum is housed in a Mediterranean-style mansion and has wide-ranging holdings, including post-impressionist and modern art, theater art, medieval European art, Native American art, and more.

The San Antonio Museum of Art is housed in the castle-like former headquarters of the Lone Star Brewery. This museum is noted for its Mexican folk art collection, modern art, pre-Columbian art, and Spanish colonial art.

The Hill Country

Within a short drive of San Antonio are the rolling hills and wide-open sky of the Texas Hill Country. This beautiful region is dotted with quaint towns, perfect for browsing or antiques. Hill Country rivers provide many opportunities for tubing, fishing and other water sports.

Hill Country dude ranches offer their guests a taste of quintessential Texas. Trail riding, rodeos, and chuckwagon cookouts hark back to the Old West. The "New West" is also well represented at the dude ranches, in the form of golf courses, pools, and other modern amenities!

Hyatt Regency Hill Country

San Antonio's hotels and motels are a reflection of the city. The new Hyatt Regency Hill Country Resort, host hotel of the 1994 NESRA Conference, is a 500-room luxury property on 200 acres of pristine Hill Country land just minutes from Sea World. In harmony with the beautiful countryside, the hotel reflects a hill country ranch house, with wood-trimmed porches and a comfortable lodge atmosphere. For a bit of Texas history, visit Charlie's Long Bar, an old-style Texas saloon or kick back at Aunt Mary's Porch, a delightfully entertaining lobby bar. Float along the 950-foot long Ramblin' River, or dive into one of the two swimming pools separated by a cascading waterfall. Enjoy tennis courts, a jogging path, a fully-equipped health club offering aerobics classes, and a wonderfully refreshing outdoor spa—all encircled by a championship golf course designed by famous course

architect Arthur Hills. The hotel is conveniently located just 20 minutes from the airport, downtown, and Fiesta Texas.

San Antonio has the conveniences of a modern city, the diversity of a cosmopolitan environment, and the friendliness of a small town. It is truly an irresistible place of history and tradition, carefully blended with progress.



In harmony with the beautiful countryside, the Hyatt Regency Hill Country reflects a country ranch house, with wood-trimmed porches and a comfortable lodge atmosphere.

Brenda Robbins, CESRA, is Research Recreation Association Executive Director at Southwest Research Institute, in San Antonio, Texas.



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Parsons Employee Recreation Club Store

by Nancie Fogelman, CESRA



When employees enter the Parsons Store, they are presented with such desirable merchandise as jewelry, electronics, car accessories, sunglasses, greeting cards, stuffed animals and health products.

When employees of The Parsons Corporation in Pasadena, California want gift items, greeting cards, computer supplies, jewelry, tickets to events, film or cold remedies, they don't shop all over town. They make a quick trip to the Parsons Employee Recreation Club (PERC) store and get everything they need at a price well below retail.

For easy access, the store is located on the ground floor in the main building of a three-building complex that makes up the Corporation's World Headquarters. In an effort to serve everyone in the complex, the store is open to employees, retirees and those who work in the surrounding buildings owned by the Parsons Corporation, one

of the world's largest engineering and construction companies. The PERC store is open daily from 9 a.m. until 1 p.m. and from 2 p.m. until 3:30 p.m. From the moment the store opens each morning, it's nonstop activity for PERC Store Manager Nancie Fogelman and her staff of two.

Established as a nonprofit corporation in 1976, PERC is a separate entity with its own articles of incorporation and bylaws. The employee organization sponsors company social events and recreational clubs through the profits of the employee store. In an effort to offer employees the best prices possible, the average markup on items in the store is 30 percent. Staff salaries are paid directly from store profits.

In addition to meeting the everyday needs of

▼
The store is just one component of Parson's Employee Recreation Club.

their customers with a wide range of merchandise, the PERC store also provides employees with the following services at substantially reduced prices:

- Video rentals and sales
- Film processing
- Movie tickets
- Theater tickets
- Concert tickets
- Amusement park tickets to venues such as Universal Studios, Knott's Berry Farm, Raging Waters, Sea World, etc.
- Discounts for local restaurants, travel packages, furniture stores, hotel stays, auto repair and more.

Parson's employees know they're getting a great deal from PERC, as all discounts through the store are guaranteed to be better than those available to the general public.

The PERC store has a point-of-sale computer system and the shop uses terminal registers for its transactions. The system package has the ability to

track inventory received and sold, identify reorder levels, generate purchase orders, and handle accounts payable, accounts receivable and general ledger.

The store features 1,245 square feet of selling space, with a self-serve and an over-the-counter operation. The employee base is now 2,500 in Pasadena and 70 percent are men. In 1992 the store did a volume of \$400,000 in sales.

Although the store in Pasadena only accepts cash and checks, the staff is in the process of developing a mail order catalogue for merchandise carrying the Parsons logo. According to Fogelman, she'll ship merchandise to any corporate office in the world and will offer a 10 percent business discount as well.

The Big Picture

The store is just one of the many aspects of the recreation club. In addition to the retail end of the business, PERC is also in charge of employee recreational events. A council of volunteer employee representatives works with Fogelman and is responsible for organizing and conducting the social activities.

Fogelman has 10 years of experience in event planning and store management. Throughout the year, she and members of the PERC Council organize a variety of events, at lunch and after work hours, most of them featuring free food and live music. These activities include:

- An ice cream social in July (managers help serve ice cream to employees)
- Black History Day in February
- Cinco De Mayo in May
- The Company Picnic in July (more than 2,000 employees and their families attend)
- Arts and Crafts Fair in December (employees sell their wares for the holidays)
- The Company Holiday Party in December

Activity clubs are another mainstay of PERC. "We're happy to provide many employees with the opportunities to develop friendships with people throughout the company," says Fogelman. "We have a lot of people here at Parsons. The clubs give employees an opportunity to meet others." Throughout the year PERC sponsors a number of employee sports leagues and events.

According to Fogelman, PERC is always utilizing creative ways to make money. The program to recycle used computer printer cartridges has been very successful. Since Parsons is based near Pasadena's Rose Bowl, PERC

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rents out the company's parking facility for events such as the Rose Bowl Game, the Rose Parade, etc.

PERC uses promotional flyers and bulletin boards to advertise information throughout the company. However, Fogelman and her staff are currently in the process of developing a newsletter to highlight PERC events and activities, with store information as well.

Fogelman credits the PERC Council and the management of Parsons for much of PERC's success. "We have full management support," she says. "PERC was established for the purpose of furthering morale and encouraging social and physical interaction among employees. The people at Parsons want



PERC Store staff: Jeana Starks, sales (left), Nancie Fogelman, CESRA, store manager (center), Jessica Davis, sales (right).

the best service and quality products available. That's our goal too, so together we can't lose." ☺

Nancie Fogelman, CESRA, is Parsons Employee Recreation Club manager at The Parsons Corporation in Pasadena, California.

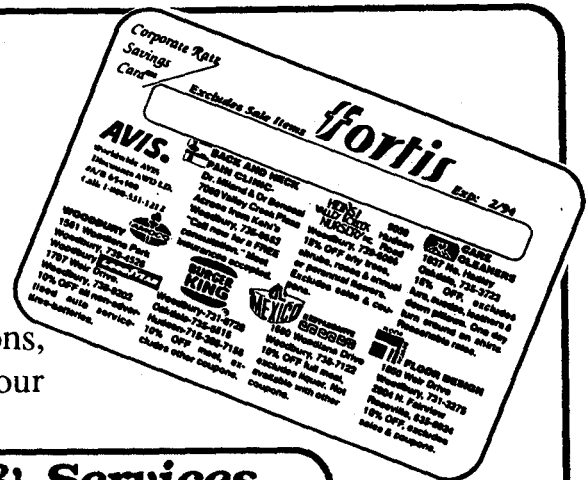


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Walking Towards Healthy Lifestyles

by Joyce A. Schlosser

Walking is one of the only exercises that the majority of people can do and will stay with because it is fun and requires no special equipment. We all want a good level of physical fitness and health, but we want to do it with the least amount of stress. Walking is the most stress-free form of exercise that one can do anywhere at any time. Exercise is a vital part of healthy living, but if the activity causes pain, a person will not continue. However, walking at a comfortable pace can be very pleasurable and it's easy to do!

By providing a structured walking program for employees, companies can benefit in several ways. First of all, if employees feel better, they perform better. Also, employees have a genuine appreciation for a company that is actively involved in helping them maintain a healthy lifestyle. Companies should also see a definite decline in their health care costs if employees are involved in improving their overall wellness. Research from the Harvard Alumni Study shows that by walking 20-25 miles per week, the average person can extend their life expectancy by two years.

Wellness Committee and Interest Survey

Before starting a walking program for employees, do an employee survey to indicate whether or not there is a sufficient level of interest to pursue a

program of this type. The survey should reflect some current lifestyle questions that would assist the program coordinator in pinpointing potential participant's levels of physical fitness. The survey should be quick and easy—no more than 10 questions. A portion of the survey should deal with the level of commitment employees are willing to make in a walking program.

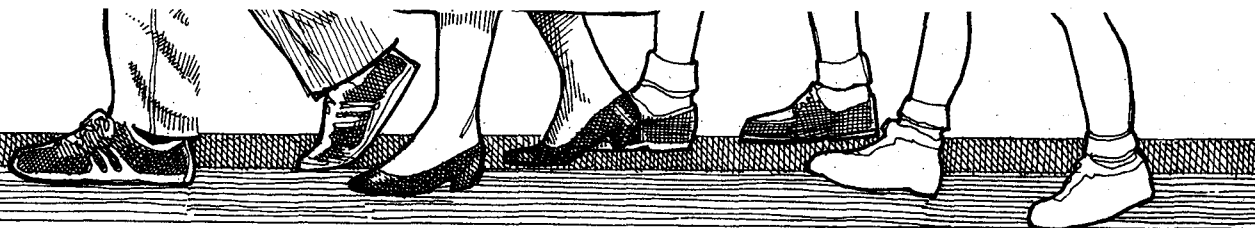
To coordinate preparing and distributing the interest survey, a Wellness Committee should be created. This committee can also establish some clear-cut goals for the Walking Program and decide on the direction of the program from input received from the survey. With written goals, it will also be relatively simple to do an evaluation of the program after its completion.

Effective Kick-Off

To stir employee interest, a walking program needs to get good publicity. Information flyers should be sent to all employees, newsletters should be used and an eye-catching poster displayed on bulletin boards.

A great way to kick off a walking program is with a motivational speaker who is knowledgeable in the benefits of walking. During the kick-off, it should be stressed that walking is an activity that almost anyone can participate in, no matter what the individual fitness levels and preferences of the participants. Everyone can be involved!

▼
Take advantage of walking's broad appeal to help employees develop fitness habits.



Employee Incentives

A successful walking program requires a daily effort by the employees. Charting one's progress is essential and incentives should be offered along the way to make it fun. At certain mileage levels, employees should be able to earn prizes. For example, a walking program

can offer four levels that can be accomplished over a 5-month period.

After 25 miles—Walking Socks

75 miles—Lunch Tote

200 miles—Water Bottle

400 miles—T-Shirt

All charting should be done on the honor system by the employees on their

personal mileage charts. After reaching each level, employees can report to the program coordinator to receive their incentive. Employees should be reminded that they shouldn't expect results too soon. They need to give their bodies time to adjust to a regular walking routine. Also, any walking done that is beyond their normal daily tasks should be counted towards their mileage points. All efforts at walking just a little more each day should be rewarded.

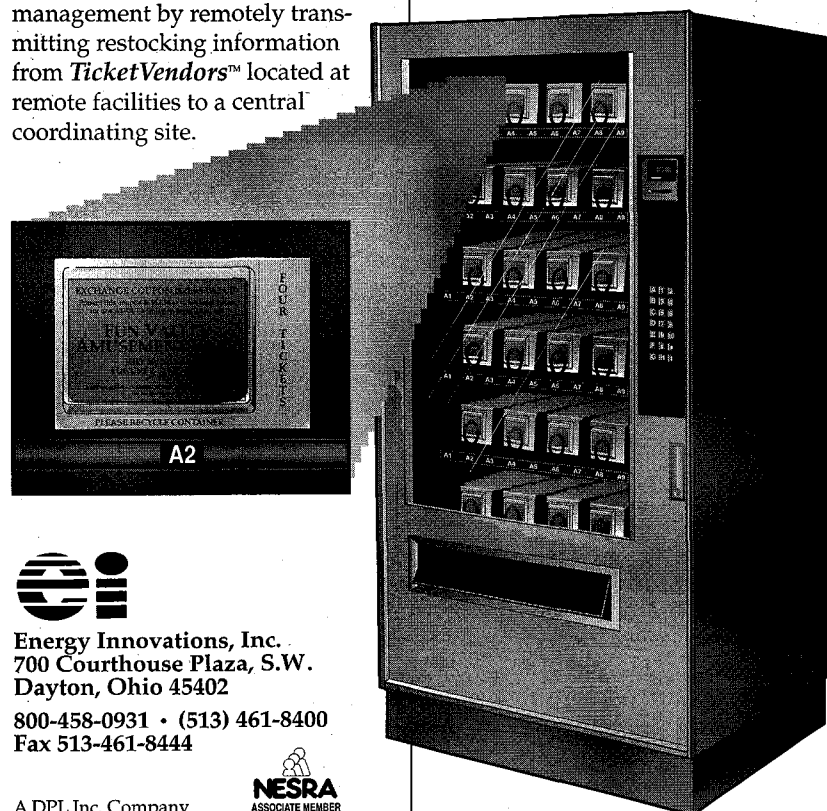
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Keep Walking Interesting

Here are some suggestions on keeping a walking program interesting, enjoyable and above all, fun!


1. Vary a walking routine by either changing the time when walking or the route that is taken.
2. Walk with a friend or a significant other. Walking can be a great social activity as well as exercise. This can be a great time to renew and strengthen personal relationships.
3. Establish walking trails at business locations with mileage markings along the way. This gives employees a place to walk during a break or at lunch.
4. Offer double program mileage points for a day if employees "Adopt-A-Walker" and get some one else involved with the Walking Program. This may help get some of the "High Risk" employees walking through the buddy system. These employees many times will not get started on their own.
5. Start a "Walking Club" where teams can walk and average mileage for awards. Create some healthy competition between teams.
6. Offer a "Walk with the CEO" once a week to help motivate employees and demonstrate the commitment of the company in promoting lifestyles.
7. Create "Casual Day" on Fridays which is a great way to encourage

- employees to dress comfortably for walking during lunch or on breaks.
8. Start an annual "1,000 Mile Club" for employees who have set higher goals. Provide incentives for a minimum achievement and then when reaching the 1,000 mile mark.
 9. Establish indoor walking routes for employees to use during inclement weather. Be sure to have several routes to avoid crowd situations in corridors.
 10. Expand wellness programming by offering other programs that will complement the walking program already established. This could include nutrition and stress management training. This expansion of the company's wellness programming will be very well perceived by employees.

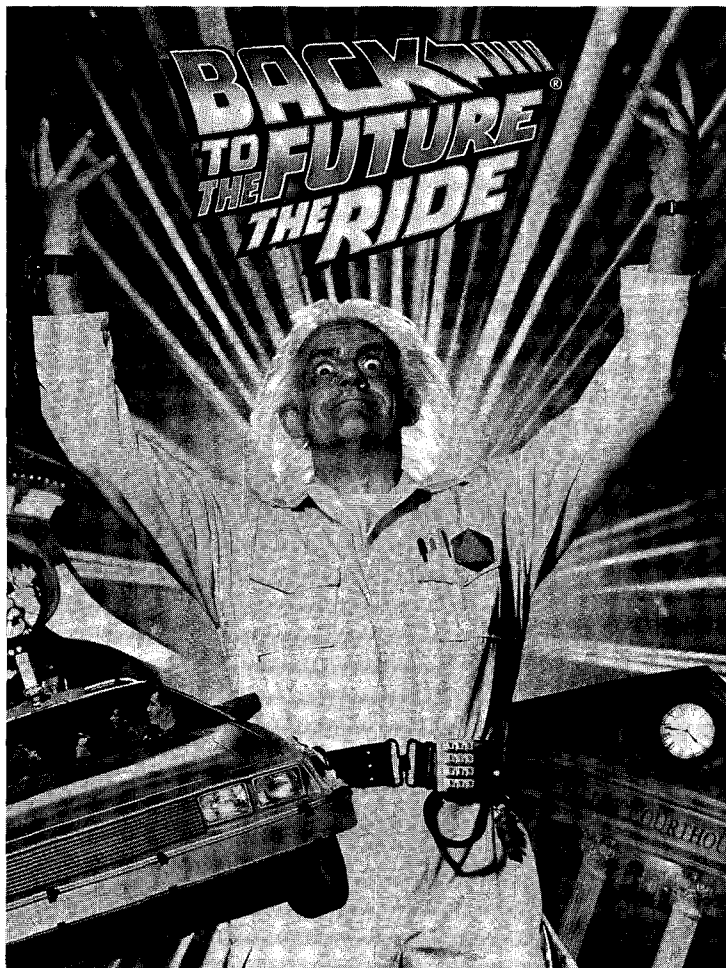
11. Provide an abundance of written materials for informing employees of the benefits of walking and healthier diets. This information should be centrally located for easy access by employees.
12. A program coordinator or members of the wellness committee should be available to answer questions by employees and help keep them motivated. A team concept will help keep employees involved in the program as opposed to depending on self-motivation.

Conclusion

There are many benefits of establishing a Walking Program for companies and for employees. It's an easy and effective means of reaching wellness goals for both and promoting goodwill.

Happy and healthy employees are effective and productive employees. Hopefully, through creative wellness programming by companies and the use of a walking program, employees will get a start on maintaining healthier habits that will last them a lifetime. 

Joyce A. Schlosser is employee events coordinator, IAA Recreation Association, Illinois Farm Bureau, Bloomington, Illinois.



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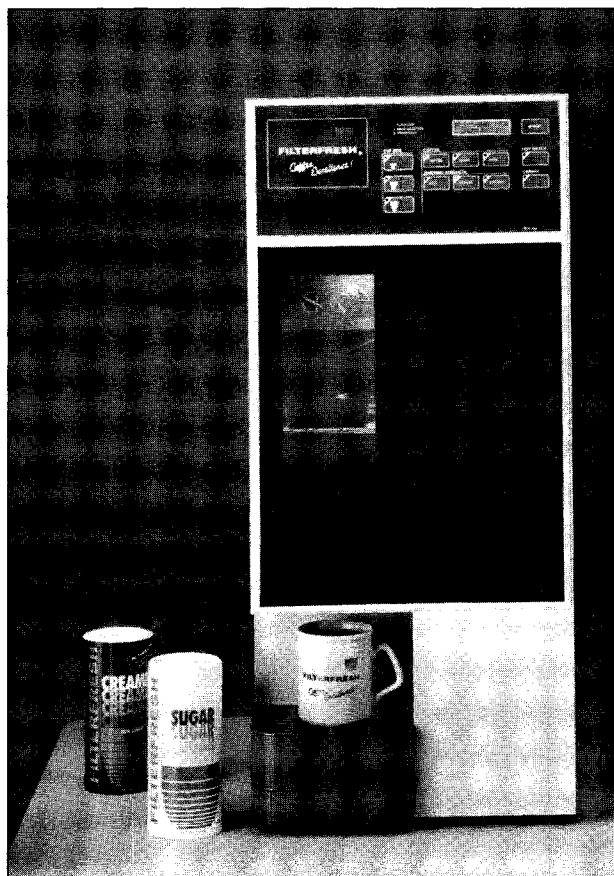
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For more information, contact Filterfresh, 1806 Elmhurst Road, Elk Grove Village, IL 60007, (708) 439-9956.

▼ Strategies for the 90s in New Book

“**R**ecruitment, Retention, and Employee Relations Field-tested Strategies for the ‘90s,” by D. Keith Denton is designed to make human resources a competitive weapon. During these times of labor shortages and increased dependence on front-line people to perform their tasks with dependability

and zeal, it is essential to enhance our ability to recruit, retain and improve employee relations.

The book contains information on crisis, cures and success stories; finding and keeping employees; aggressive recruitment for entry-level workers; what’s going on in academia; keeping employees; delayed; downsized and demotivated; job redesign; flextime; building a culture; competitive culture; employee involvement in a union environment; management through multiskilled teams; building a team; open communication; face-to-face communication; recognition; compensation; and entrepreneurial spirit.

D. Keith Denton is a professor of management at Southwest Missouri State University.

For more information, contact Greenwood Publishing Group, 88 Post Road West, Box 5007, Westport, CT 06881, (203) 226-3571.

▼ Toll-Free Numbers for Travelers

The 1993 edition of “The Phone Booklet” is distributed by companies and other organizations to traveling employees and customers and used to plan trips, make reservations and to check prices and schedules. Its slim size makes it handy to take along for changing itineraries while on the road.

It lists hundreds of toll-free

numbers of resorts, hotels, motels, airlines, car rentals, buses, trains, limos, amusement and theme parks, auto and travel clubs, ski areas and other numbers used by smart travelers. The booklet also contains a very comprehensive list of state, city, regional and international travel and tourism offices which provide destination information, just for the asking.

For more information, contact Scott American Corporation, Box 88, West Redding, CT 06896, (203) 938-2955.

▼ Guide to Hostels Available

A 400-page book, *Hostelling North America 1993/1994-The Official Guide to Hostels in Canada and the United States*, provides details on 260 hostels in 39 states and Washington, D.C. and 11 Canadian provinces.

The guide is published jointly by Hostelling International-American Youth Hostels and Hostelling International-Canada (HI-AYN, HI-Canada).

Each hostel listing includes details on reservations, credit card acceptance, handicapped accessibility, family room availability, proximity to public transportation, overnight fees, and discounts at restaurants, attractions, theaters, etc.

Also included are hostel activities and programs such as historic neighborhood

walking tours, nature excursions, lectures and seminars and more.

For more information, contact Hostelling International, American Youth Hostels, Dept. 482, P.O. Box 37613, Washington, D.C. 20013-7613, (202) 783-6161.

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▼ **Books for Children**

Reader's Digest has a catalog of books for children available in discounted quantities. Books include the *Reader's Digest Children's Book of Animals* that provides a vehicle for introducing three to five-year-olds to over 150 animals in a style suitable for short attention spans.

The publisher also has squeeze-and-squeak books that young readers squeeze and make the vinyl animals speak. It teaches the young child hand-eye coordination.

For more information, contact *Reader's Digest*, Random House, Inc., Merchandise Sales Dept., 225 Park Avenue South, New York, NY 10003, (212) 254-1600.

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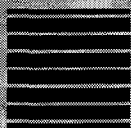
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Special Events: Inside & Out

by Robert Jackson and Steven Wood Schmader

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▼
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McDonnell Douglas Travel Company, etc.), produces the layout of the magazine and prints the publication. The funds gathered from this advertising sales pays for all publishing and printing costs. The intended ratio of ad space to copy is approximately 50/50.

We currently distribute 23,000 copies throughout our main plant at gates, lobbies, cafeterias, recreation offices, the Credit Union, Union Hall, our Employee Store, and satellite locations. Our company internal transportation department and our EAS staff help with distribution.


Benefits

Employees receive many benefits from the magazine. They enjoy increased communication of new or enhanced employee services and a wide variety of family discounts from which to choose. Employees also take the opportunity to utilize free advertising space in our classified section for those unwanted or needed items.

At no cost and with little effort, Employee Auxiliary Services benefits by the promotion and

increased participation of events. McDonnell Douglas benefits as employees enjoy their workplace and continue increased productivity.

Conclusion

To date the *EAS Employee Savings Magazine* has been a big success and continues to improve with each issue. In addition, it has assisted our organization in our continued efforts to meet our mission: "To service and educate our customer on all aspects of EAS-West and, in turn, generate profit to enhance the quality of products/services commensurate with the needs of the customer." 

Linda Wright is staff specialist of Employee Auxiliary Services-West for McDonnell Douglas. Wright's staff position is promotion/marketing of the organization. Employee Auxiliary Services is comprised of Special Employee Services, Food Services, Commuter Services, Recreation Offices and Employee Store. These functions are led by Component Head Steve Erdman.

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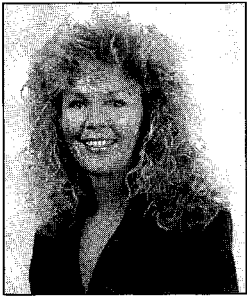
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A Publication with Punch

by Linda Wright



▼
**Discover a
different
approach to
an employee
magazine that
saves time
and money.**

Do you want to increase the employee awareness of your services and activities at no cost to you?

If the answer is yes, do as we at Employee Auxiliary Services (EAS), a component of the McDonnell Douglas Corporation did, and start an employee magazine. All you need is an internal editor and a partnership with an outside publishing company!

Informing Employees

As a large company, we are constantly attempting to find new ways to communicate and educate our employees on the services and activities that are available to them through our organization. It is through our association with the NESRA membership that a new unique communication avenue was discovered and became a reality in December, 1992. That reality is titled, the *EAS Employee Savings Magazine*. The focus of our publication is to offer all McDonnell Douglas-West employees information on EAS sponsored events, recreation discounts, club activities, employee store sales, special services information, team health-wellness seminars and ridesharing promotions. In addition, a large variety of discount coupons are offered to local restaurants, health spas, computer stores, automotive centers and travel agencies.

What Is It?

Our publication consists of approximately 56 pages and is produced bimonthly with a set of standard sections in each issue to include; an "EAS General Information Page" listing all department functions, phone numbers and operating hours; "From the Top," which allows management to expose the "big picture" to employees; a "Calendar of Events," outlining

planned employee events for the quarter; and the "Feature Page" detailing an upcoming event or highlighting a particular department function. Also included in each issue is a mail-in order form from which there is a variety of theater and amusement park tickets offered as well as candy gift certificates. In addition, our magazine provides the opportunity to expose new product lines available to the employees, such as our introduction of Black Hills Gold at our Employee Store.

Another special feature that is repeated periodically is our "HELP" segment. This provides the employees the chance to speak up and let us know how we are doing and what they would like to see in future issues. The editor's phone and fax number are included for ease of response. Last but not equally important is the cover of the magazine. The cover format remains the same each issue excluding a block of text highlighting the center page that is intended to peak the employees' interest in picking up the magazine. Our focus here is employee savings, featuring highlighted events and referring readers to inside pages for details.

All of the above material is coordinated by an EAS staff member and then sent to the publisher who adds the accumulated Employee Classified Ad Section. This section is handled solely by the outside publishing staff. They take the responsibility to receive and review all ads for publication. The final draft is sent to our in-house editor and audit team for review and approval.

Free Production

The value of this unique communication avenue to EAS is the advantage of reaching a large number of employees with our information with no cost to our organization. This is possible through the efforts of an outside printer who solicits all the advertising space, both external local business establishments and internal advertisers (i.e., the McDonnell Douglas Credit Union,

Continued on page 34

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Journal of Employee Recreation Health & Education October 1993



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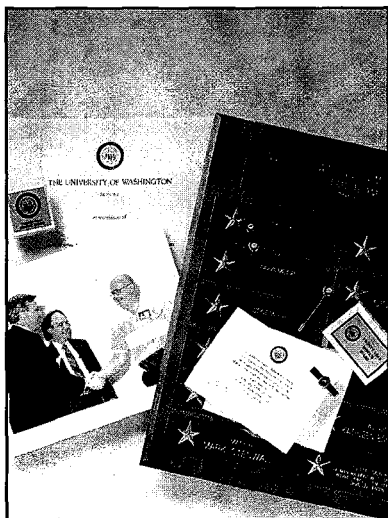
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October 1993



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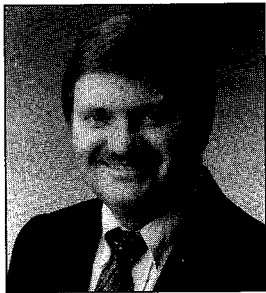
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by Patrick B. Stinson
NESRA Executive Director



▼
NESRA convened its Long-Range Planning Committee and is making other changes to prepare for the future.

NESRA recently convened its Strategic Long Range Planning Committee which is activated every three years. This exercise enables us to look at where NESRA has been, where we are and most importantly, where we are going.


This year's committee consisted of: Randy Schools, CESRA (Chairman), National Institutes of Health; Dorothy Anderson, American Express Travel Related Services Company Inc.; Scott Baker, CESRA, Xerox Corporation; John Felak, CESRA, Operations Recreation Association; Ralph Ferrara, CESRA, General Mills, Inc.; Joe Hauglie, CESRA, Ceridian Corporation; Mary Ann Larkin, CESRA, J.P. Morgan; Ann Denise Jameson, CESRA, ITT Hartford Insurance Group; and Beverly Weiss, CESRA, Botsford General Hospital. Ex Officio members included Dave Baker, CESRA, Xerox Corporation and myself. Rodney Brutlag, Brutlag & Associates, Inc., facilitated the meeting.

The process began with a member Needs Assessment Survey which was sent to a 20 percent random sampling of the membership. This survey gave the committee information that acted as the basis for the decision making of the Strategic Long Range Plan. We were very pleased to receive a 43 percent response rate to this year's survey.

The Strategic Long Range Plan plots the course which NESRA should take to meet the challenges of today and tomorrow. Though it only consists of goals and objectives to be reached over the next three years, it is laying ground work for NESRA to progress into the next decade.

The Strategic Long Range Plan has specific goals and objectives with strategies to help us achieve each goal. This is the third Strategic Long Range Plan NESRA has put together and with the first two, we have accomplished approximately 70 percent of our goals.

NESRA's current Strategic Long Range Plan will be reviewed for approval by the NESRA Board of Directors October 20-22, 1993 at our Fall Board Meeting in Oak Brook, Illinois. Though this Plan will provide us with the road map to follow for the next three years, in 1994 we will be adding another important dimension to NESRA's decision-making process. That is the Vice President of Strategic Planning. This Board of Directors position's responsibility will be to thoroughly review important issues that are affecting our profession and seek opportunities for NESRA to flourish. In today's rapidly changing work climate, we must stay abreast of upcoming changes and be proactive. The Vice President of Strategic Planning will provide us the ability to evaluate and decide an appropriate action in a timely manner, rather than proceeding through the more traditional decision-making process of association management.

With a new Strategic Long Range Plan about to be put into action and the Vice President of Strategic Planning position being added, I feel confident that NESRA is ready to meet the many challenges of today and tomorrow. 

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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ College Grads Find Jobs

While the recruiting of college graduates appears to lack significant signs of improvement, reports from career services to the College Placement Council indicate that recruiting has at least remained steady and may even be somewhat better than last year.

The service sector extended 53.8 percent of the reported job offers, up from 48.6 percent last year. Manufacturing employers accounted for 34.7 percent of the reported job offers, down from the 36.2 percent reported last year. Government and non-profit employers provided 11.4 percent of this year's reported job offers, compared to 15.2 percent of the offers made last year.

Engineering/environmental employers provided 3.1 percent of the total job offers reported this year, up from 2.2 percent last year. These employers accounted for 6.6 percent of the job offers to technical bachelor's degree candidates, up from the 4.7 percent they extended to these graduates last year.

Consulting services employers also accounted for a greater percentage of job offers, to both technical and nontechnical bachelor's de-

gree graduates. These employees extended 6.8 percent of the offers.

Among the business fields, management information systems graduates and economics and finance graduates posted the best gains—3.3 percent each for average starting salary offers of \$29,465 and \$26,979 respectively.

▼ Obtaining Part of Your Nest Egg

There are ways to get around the restrictions of an Individual Retirement Plan when you're strapped for cash, says *Business Week*. You should use these lenders as a last resort. Tax-free compounding is such an effective route to future security that taking a small amount out now can make a huge difference in your balance at retirement.

To encourage employee participation in 401(k) plans, nearly 70 percent of companies offering them include loan provisions that make the accounts somewhat more liquid than other types of qualified accounts.

Borrowing from a 401(k) plan can be an attractive option. Nobody checks your credit history, and very few companies charge application

fees. The interest is reasonable, you pay it to yourself, and your account balance is your collateral. In some cases, you can even keep contributing to your plan, and receiving company-match money, while the loan is outstanding.

One reason not to jump automatically into a 401(k) loan is, unless you tap your aftertax or matching account to make an investment or actually take out a mortgage, you cannot deduct your interest payments.

Another money source is a home-equity loan; you'll be able to write off the interest. Credit cards with their non deductible interest and double-digit interest rates, are clearly a poor choice.

▼ The Name Makes The Difference

Elder-care support groups often suffer low attendance in companies because the emotions raised of guilt, love, resentment, anger, fear, are too hot to take care of in the workplace, reports *The Wall Street Journal*.

Some companies have found renaming the gatherings to "stress information sharing" or "technical advisory group," lifts some of the tension and increases attendance.

These groups, no matter what they are named, do provide support to employees with elder-care problems.

▼ Softball Isn't Enough

People aren't as likely to stick to one sport today, as they were in our parents' generation, says *Athletic Business*. Sport participants like to try different activities, so it makes sense in sportscomplex business plans to have a wide range of sporting events.

A recent Sportsplex Owners and Directors of America, (formerly Softball Owners and Directors of America), poll found that nearly 50 percent of its members offer sports other than softball. Volleyball is the most popular alternative, with 41 percent of the facilities offering it, followed by soccer at 24 percent and flag or touch football at 10 percent.

The most successful sport complexes today offer alternative sports and creative ways to attract traffic to their facilities and keep participants and spectators there long enough to boost concession sales.

One sportscomplex in Tucson is a 28-acre complex that includes six lighted soft-

ball fields, four volleyball courts and a football/soccer field, along with a playground, batting cages, a game room, two sports pubs and concession area.

▼ Volunteers are Still Going Strong

Companies are still committed to their volunteer programs because they reap valuable benefits and believe such programs provide a competitive advantage in addition to giving employees needed opportunities for growth and interaction, reports *HRMagazine*.

Seventy-seven percent of companies surveyed agree that volunteer programs benefit corporate strategic goals. Approximately 80 percent of respondents reported that volunteer programs improve employee retention and enhance training; 90 percent say they build teamwork skills, boost morale and attract employees.

Fifty percent have made community service a part of their company's mission statement; 31 percent use volunteer programs as part of their strategy to address critical business issues.

▼ What is Wanted in Hotels?

Business travelers want clean rooms without a lot of fluff at good prices, says *USA Today*. The newspaper polled several executives who travel at least 100,000 miles a year on business and four hotel executives.

These executives hate the telephone access charges and would give up turn-down service if it costs the hotels money. Book-in-advance rates don't appeal to the executives because they can't plan their travel in advance.

One thing the two sides do agree on: Hotel chains are so inconsistent, travelers don't know what to expect from the same chain city-by-city.

European hotels are better because it's easier to charge higher prices in Europe and to offer a better product. Other concerns for the executives were: Why aren't there more non-smoking rooms?, Why does a guest get quoted a rate of \$100 a night and then find that \$20 has been added for taxes?, Why aren't hotels more secure?

▼ Gazing Outside Increases Job Satisfaction

Workers who have offices with a view of nature report more enthusiasm for their jobs, less frustration, more patience, and fewer physical ailments, according to two studies by a University of Michigan researcher.

Those who are stuck in windowless workstations, even if they are very well-lit and modern, are more vulnerable to distractions, less flexible in their thinking, more impulsive, less able to solve problems, and more irritable.

In the study, the office workers who had views of landscapes expressed significantly greater job satisfaction than those without windows.

▼ Working Smarter

Overwork is taking its toll in the workplace, reports *Personnel Journal*. Downsizing has left many companies with fewer people, and those remaining workers have been forced to pick up the slack of the workers who have left. Here's 10 ways that managers can help overworked employees reduce stress.

1. Allow employees to talk freely with one another. In an organization in which employees can talk freely with each other, productivity and problem-solving usually are enhanced.
2. Reduce personal conflicts on the job.
3. Give employees adequate control over how they do their work. Workers are more productive and able to deal with stress if they have some control over and flexibility in how they perform their work.
4. Ensure that staffing and expense budgets are adequate. Heavier workloads can increase illness, turnover and accidents and reduce productivity.
5. Talk openly with employees. Keep employees informed about bad news as well as good news.
6. Support employees' efforts. Workers are better able to cope with heavy workloads if management is sympathetic, understanding and encouraging.
7. Provide competitive personal leave and vacation benefits. Workers who have time to relax and

recharge after working hard are less likely to develop stress-related illnesses.

8. Maintain current levels of employee benefits.
9. Reduce the amount of red tape for employees. Employers can lower burnout rates if they ensure that employees' time isn't wasted on unnecessary paperwork and procedures.
10. Recognize and reward employees for their accomplishments and contributions.

▼ Next Century Super Cities

Many city design and renewal efforts around the world can be classified as super projects, claims *The Futurist*. Macroengineering efforts seek new, multidisciplinary approaches for transportation, commercial, residential, and industrial site planning and development.

The concept of a loop highway encircling a city has moved rapidly from a traffic bypass to an economic development tool to the urban plan for the 21st century.

Perimeter freeways are a powerful magnet for drawing new business facilities to certain metropolitan areas. They link multicounty areas and combine markets once separate and distinct.

Other solutions to the problem of high urban land costs is to build below ground or to build over water or the proposed new high-rise structures.



Appreciation is Key to Service Award Programs

by Alma-jean Marion

COVER FEATURE

The workplace of the 1990s has been characterized by layoffs, cutbacks, early retirements and other innovative ways to reduce costs and improve quality. The workforce is on the move, and longevity in the workplace is fast becoming a thing of the past, or is it?

Among old traditions, celebrations recognizing service and employee contributions to the company remain popular in companies throughout the country. Service award recognition programs continue to provide opportunities for employers to recognize their employees for long years of service as well as for their contributions. Employers realize that after all the budget reductions, there are employees who have accepted additional responsibilities without additional compensation, and they have accepted it gra-

ciously. Employers seize these opportunities to say, "Thank you for your years of service. We appreciate your many contributions. You make a difference. You are valued!"

Employees appreciate the pins, clocks, watches and other forms of recognition awards, but most importantly, they need to know that their employer appreciates their contributions, that their ideas have merit, and that their contributions to the company do make a difference.

Keys to Success

A successful service awards program is one that is clearly defined, managed, organized, communicated, and supported. Make time to pay attention to these elements and to ensure they are fully addressed.



It's not only important that you convey appreciation to your employees for their length of service and contributions, but it's also important employees are presented with a service award they will appreciate.

To be defined, policy, purpose, and procedures must be approved by the chief executive officer of the company and communicated to the leadership (managers, department heads, supervisors). Leadership is key to the support of the program.

To be well-managed, administrative staff must support all those involved in the event: those charged with the planning of the event, conducting the business affairs (i.e. budgeting, liability issues, staff support, volunteer committees), preparing follow-up reports and overseeing the operations of the program within established resources.

Being organized requires establishing a clear process for recruitment of the event chair and planning committee. The membership should be representative of all employees.

Other elements requiring attention are subcommittees, timelines and meetings.

Establish subcommittees or task forces for specific areas of planning (i.e. food service, publicity, facilities, program and entertainment, awards, invitations, ticket sales, and photography) and assign chairs or co-chairs. Then, establish a written workplan and timelines for accomplishing that plan. Schedule meetings regularly as established by the committee and record the minutes of all meetings.

Communication is vital to the success of this program. Keeping employees informed will certainly enhance the excitement as the event date nears. Communications should not only happen between members of the planning and subcommittees, but also between all those who will need

support (i.e. eligible employees, their supervisors, guests, the press, program participants). Communicate the specifics of the special event with engraved invitations, flyer announcements, letterhead correspondence, company newsletter articles and staff meeting announcements.

The above-mentioned methods of communication will help generate needed support. However, there are other protocols that should be observed.

Two months prior to the event, forward a copy of the final program description to the chief executive officer of the company to be shared with his/her immediate staff, department heads, managers, and supervisors. Include what's expected of them. Program descriptions typically state the date and time of the event, program format (informal or formal), purpose, eligibility criteria, eligibility period, planned program and entertainment, the menu, anticipated attendance, projected costs and an attachment of eligible employees. This list will include the employee's name, department, title, number of years of service, and name of their immediate supervisor. Since the chief executive officer typically serves as master of ceremonies (MC), another piece of valuable information is a prepared script in the order of the proposed program

schedule. The prepared script will be a helpful guideline to the MC for staying on the ceremony's schedule.

There are many challenging opportunities for event planners in organizing a service awards program that can be very time consuming. Careful record keeping and communication of the following elements are crucial to express sincere gratitude to employees.

Eligibility

Work with the human resources department to develop criteria for eligibility and to determine who the data keepers will be.

The criteria should be clearly stated and communicated to all employees and management. Establish and communicate a source for consistent information on eligibility requirements. Make sure this information is consistent throughout all departments.

Employees eligible for service awards must be able to document continuous (uninterrupted) service. The criteria of UW Medical Center is the same as it is for all employees of the University of Washington. Employees of the medical center are also employees of the UW. (See Table I)

At UW Medical Center, the affects of leaves of absence and layoffs are also stated. A leave of absence period in excess of six months will be subtracted from the total amount of continuous service. The same six months guideline also applies to periods of layoffs from the University and the medical center.

Even with the most sophisticated system, this area of planning can be time consuming. Insufficient record keeping systems and human error makes this area of planning a real challenge.

At the close of every service award presentation ever made at UW Medical Center, the master of ceremonies delights in inquiring of the audience, "Have I missed anyone?" There is typically a hush while everyone waits for a voice in response. To date, there's been no response because careful planning and attention to detail have met the challenge.

Table 1

Suggested Criteria for Service Award Eligibility

1. The employee is permanent staff of (COMPANY NAME).
2. The employee has attained 10, 15, 20, 25, 30 or more years of service during the period of (MONTH/DATE/YEAR to MONTH/DATE/YEAR).
3. All previous (uninterrupted) service is included and applies to employees who may have relocated from within the company from off-site locations.
4. Service award time is calculated from the date of hire as a permanent 50 percent full-time equivalent (FTE) or more (not temporary hourly) employee.
5. The service period is started from the rehire date after an employee is terminated and then rehired.

▼
At the close of every service award presentation ever made at UW Medical

Center, the master of ceremonies de-

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Service Awards

Choices—Choices—Choices! There are lapel pins, lapel pin combinations, tie tacks, tie bars, paperweights, (crystal/granite rock), certificates, stick pins, clocks, watches, and pen sets. Since today's workers are more in tune with practical awards, some companies offer employees the opportunity to select their service award within a price range from a merchandise catalog. Price ranges are predicted on length of service in some companies. Catalogs offer a whole range of choices that include such things as wall hangings, luggage, household items and garments to name a few. Budget is the prime consideration, and it is a major responsibility for the well-managed program. Identifying merchandise catalog programs and negotiating a variety of options with the vendor is a management challenge. The results can prove very rewarding and create a very exciting service award program within your company. Shop around and select the right supplier for the needs of your program.

Among details, determining how many of what type of award for each level of service is another challenge that can be assisted by past records or networking with others in your field. Above all, learn what your employees appreciate. Offer them

choices early on in the workplan and allow sufficient time to receive the merchandise in stock.

Allow the creativity of your committee volunteers to flow as they find a new look each year for the presentation of the award. The wrapped award, a bow ribbon attached—there's no end to what a well motivated committee can do. Give them the challenge and the praise.

Coordination of Subcommittees

What do these subcommittees do? The work accomplished by subcommittees is the backbone of the entire planning effort. The Planning Committee is charged with overseeing this work, reviewing proposed plans, revising and executing.

The Planning Committee ties it all together and choreographs the final production—just like a fine musical. The intent is to involve as many people as possible in the planning. Opportunities for creativity and variety are enhanced.

The Decorations/Theme Subcommittee comes up with theme suggestions for selection by the Planning Committee. Colors, decorations (flowers, etc) are developed by this subcommittee. Additionally, they work with the caterer in selecting linens and tableware, table centerpieces, etc.

The Food Service Subcommittee is responsible



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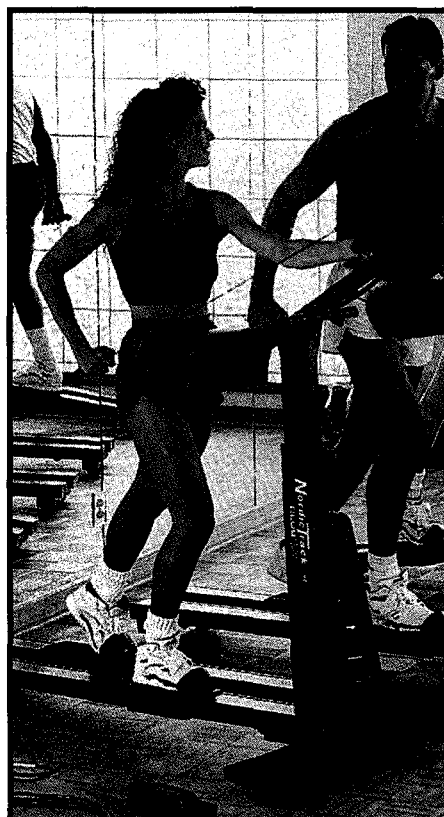
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for selecting several menus from which the Planning Committee can choose. At UW Medical Center, the meals for awardees are paid for by the medical center. Therefore, in selecting the menu, the price of food service, and the budget for food costs must be taken into consideration when affixing the proposed price of the dinner ticket. Special considerations such as the vegetarian plate or special diet requests should be built into the planning.

The Publicity Subcommittee prepares copy or works directly with the Community Relations Office (press) to develop copy for the company newsletter and/or community newspaper. Articles reflect on lengths of service, significant contributions and achievements. This subcommittee also makes arrangements for press coverage and photos of the event.

The Facilities Subcommittee makes recommendations for the location of the event. This committee follows up making reservations for the facility. Set-up and clean-up time should be included in the reservation request. Room arrangements, requests for equipment and audio visual needs are directed to this subcommittee for planning and coordination. The subcommittee works with the management of the selected facility to make these requirements.


The Program and Entertainment Subcommittee researches and makes recommendations to the Planning Committee for program content (speakers, entertainment, presentation of awards, etc.)

Administrative staff works directly with the Planning Committee and the Community Relations Office (press) or Printing Department to design invitations, flyers, announcements, and printed dinner tickets. Additionally, administrative staff will set up the process for ticket sales and reservations, the process by which the employee chooses a service award from several options, and then oversees preparations of the awards for presentation.

Conclusion

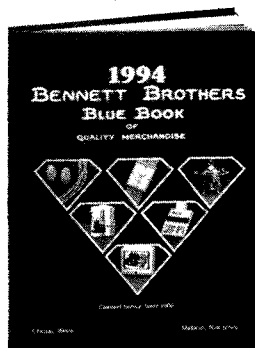
Very Important People are employees eligible to receive awards. They receive special treatment during the awards ceremony as well as the VIP treatment on their day of recognition. The key to success for the service awards program is the ability of the planners to make employees feel very special. The involvement of staff who work closely with the employee can be helpful in highlighting the individual's special contributions.

In conclusion, the success of the next award program is based on the outcome of the current program. Critique and evaluate how well the awards program was received and record this information for the next planning effort. Include everyone involved. Survey all components of the planning effort.

When an event reaches its conclusion and all the verbal commendations have been received, it can be very easy to move on to the next priority. However, the job is incomplete until the last thank you note has been mailed to all volunteers who contributed to the event. This is, without a doubt, the most effective way to extend sincere thanks to all who contributed. 

Alma-jean Marion is recreation manager at the University of Washington in Seattle, Washington.

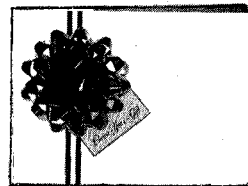
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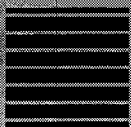


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Are Hobby Clubs Alive?

by Drew Foston

To take a pulse of the status of hobby clubs in NESRA member companies, NESRA members received a hobby club mini-survey in a recent mailing. The mini-survey asked for information on the types of hobby clubs available and their participation levels. The following article summarizes the results of the survey and provides insight on the state of hobby clubs.

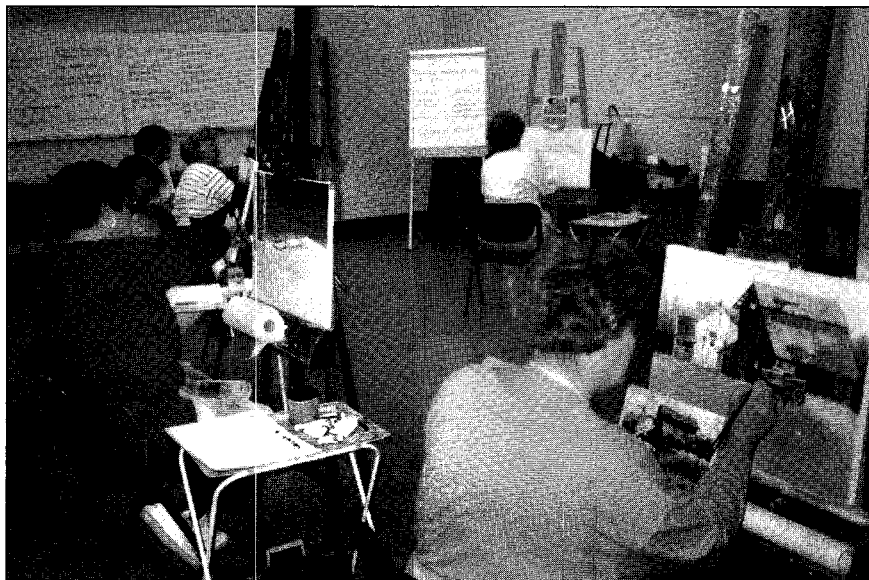
Hobby clubs were established several years ago at many major companies. McDonnell Douglas, 3M, Lockheed, Eastman Kodak, and Boeing were some of the earlier pioneers. Industrial recreation, as it was originally termed, defined programming as activities done within companies for the benefit of their employees, their families, and the community. Many community interests in the early years were supported by members of the company's recreational organizations. Blood drives and many

other relief programs were established. Recreation was vital for the social fiber of company morale and community relations.

Background

During the early war years, our country's rally cry was in support of the war. World War I and II forced our country to ration material goods and unify services. Many hobby clubs were started during this time of rationing and sacrifices. It was time we made things for ourselves by improvising and economizing. Lapidary, arts and

Drew Foston is recreation manager for Georgia Lockheed Employees' Recreation Club in Marietta, Georgia.



Painting has always been a favorite of traditional hobbyists.

crafts, gem and mineral, and ceramics clubs became popular. Trading became valuable; stamp and coin clubs were treasured. Many companies often held general assemblies to encourage raw material conservation drives. Big band dances, bowling and softball became extremely popular.

Some companies had traveling baseball and softball teams that competed primarily against other companies. The birth of the NFL can be connected to intra-company sports. The Green Bay Meat Packers played the Pittsburgh Steel Company before they became professional football teams. Women's baseball was also spawned during the war years and enjoyed brief popularity. These company rivalries were good for company morale and community relations.

Today's Clubs

Today, many retired employees engage in the traditional hobby clubs with active employees preferring to participate in the more physically active clubs or associations, according to a recently conducted survey of NESRA companies. Older companies have more traditionally established clubs; younger companies do not. They do have sports associations with golf, softball and fitness being most popular. New trends have replaced the more traditional clubs with personal computers, line dancing, martial arts, ultimate frisbee, soccer, cycling, running and fitness.

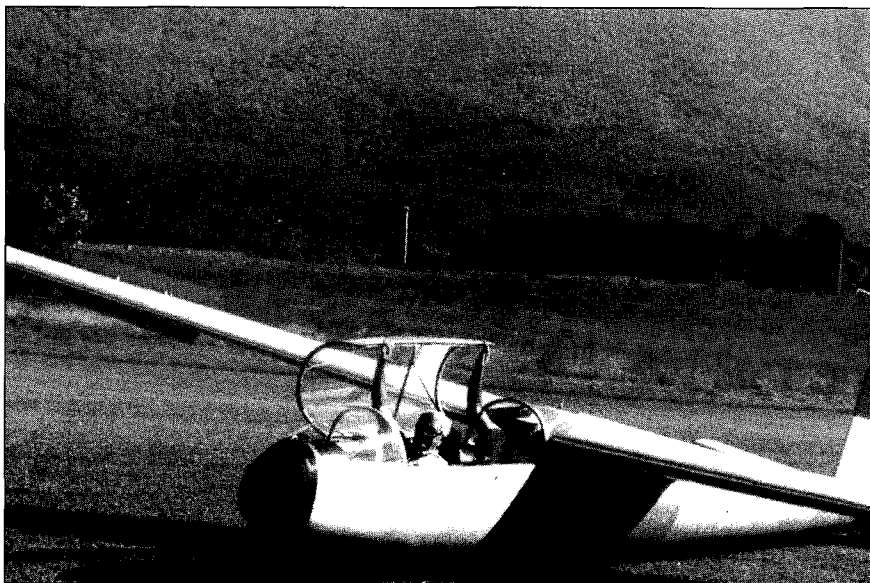
We discovered that some companies call their programs hobby clubs and others refer to them as associations. The difference discovered is in the structure of the program. Clubs generally

operate independently under an administrative staff with a set of bylaws and officers. Associations are generally administered by a program director or volunteers reporting to the director. Usually, a governing council or staff dictates the program format for associations.

The Status of Clubs

Let's return to our original question, "Are hobby clubs alive and well or are they losing popularity?" Hobby clubs are alive in the older companies with at least 5,000 or more employees. They have budgets and steady participation. However, in companies less than an average of 15 years old and with less than 5,000 employees, physically active associations are dominant. Clubs are independent; they are partially subsidized and reliant on membership dues. They have a set of officers and bylaws that guide the destiny of the club. Association participants enjoy participating with little concern for administrative duty.

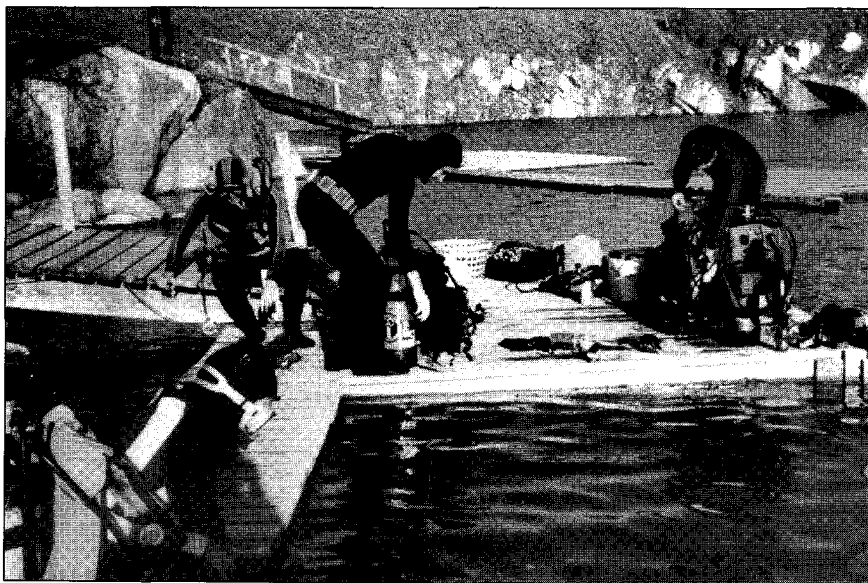
We have discovered that both programs exist and are maintaining a status quo relative to their overall organizations. The decision of how a program is structured depends on the program's history, customs, the program director, and what works for the participants. In speaking with recreation managers at older companies, the traditional hobby clubs are similarly managed today as they have always been. What this means is that hobby clubs are typically autonomous to an administrative staff. A set of officers sets the format and business agendas for the clubs. However, that's not to say that the clubs themselves are not



A Soaring Club member enjoys a smooth landing.

doing innovative things and attracting new members each year. Some are more successful than others. Older more traditional clubs like stamp, coin, ceramics, and lapidary have a more difficult time attracting new members because fewer employees relate to the hobby. In a recent conversation with a Georgia Lockheed Employees' Recreation Club lapidary hobbyist, he explained how the club is working with fiber optic material to make beautiful jewelry that naturally creates a beam when light is reflected. On the other hand, membership in the GLERC Scuba Club has in-

creased over the years due primarily to the general population's need to get more physically involved. We have discovered in conversations with other company club directors that older, more traditional clubs possess an inability to attract new members, but have a nucleus of members that have been members of the club for several years and have developed a complacency to operate the club in the manner in which they have become accustomed. The challenge to motivate and increase this group is shared by many club directors.



The Scuba Club offers novice to advanced certification and adventure.

Challenges Facing ES&R Managers

Helping to generate this newness is a struggle; especially when the bulk of the club budget supports the nucleus of a few members. Providing meeting space and reasonable meeting times presents

another problem based on the club's lackluster. Many directors feel it is an on-going dilemma. Ironically, the traditional clubs win out. Most companies feel that the clubs are a stable fixture in the overall programming menu. In fact, the traditional clubs attract a large con-


tingency of retired employees and are capable of giving new hires a noteworthy hobby rich with experience.

According to survey responses, several companies are providing new club adventures that are physically demanding—mountaineering, rock climbing, backpacking, motorcycling, cycling, triathlon and skydiving. But still, directors are perplexed on where to draw the line; between budget restraints, lethargic memberships, lack of volunteers, and diverse demands—it is difficult to decide on whom to let live or die.

New clubs and associations require a new application of administration. There is a greater sense of risk with these new clubs requiring an assessment of the organization's liability and insurance coverage. Meeting space for active clubs is not always a problem because adventure clubs don't meet inside too often. Funding for these groups is often more expensive requiring that the participant pay more than the traditionalist; however, the non-traditionalist clubs in some companies get larger subsidies.

Conclusion

The future of clubs is diverse. Companies will continue to attract and service the sedentary clubs out of posterity. The physically active clubs and associations will continue to be born and survive with the new trends; wind surfing, bungee jumping, ultimate aerobics, and so on. The future is also electronic. When virtual reality becomes affordable, it will create new associations. It combines a perceived active participation in a sedentary setting.

Clubs are still alive and serving a vital role for the active as well as the retired employees. Associations are composed of mostly physically active employees and could be considered an administrative evolution of clubs. Both are relatively unknown to each other. An organization has either one or the other, seldom both. Each provides programs and services greatly appreciated by their outlet-seeking participants. Professional networking and workshop conferencing would improve program development. 

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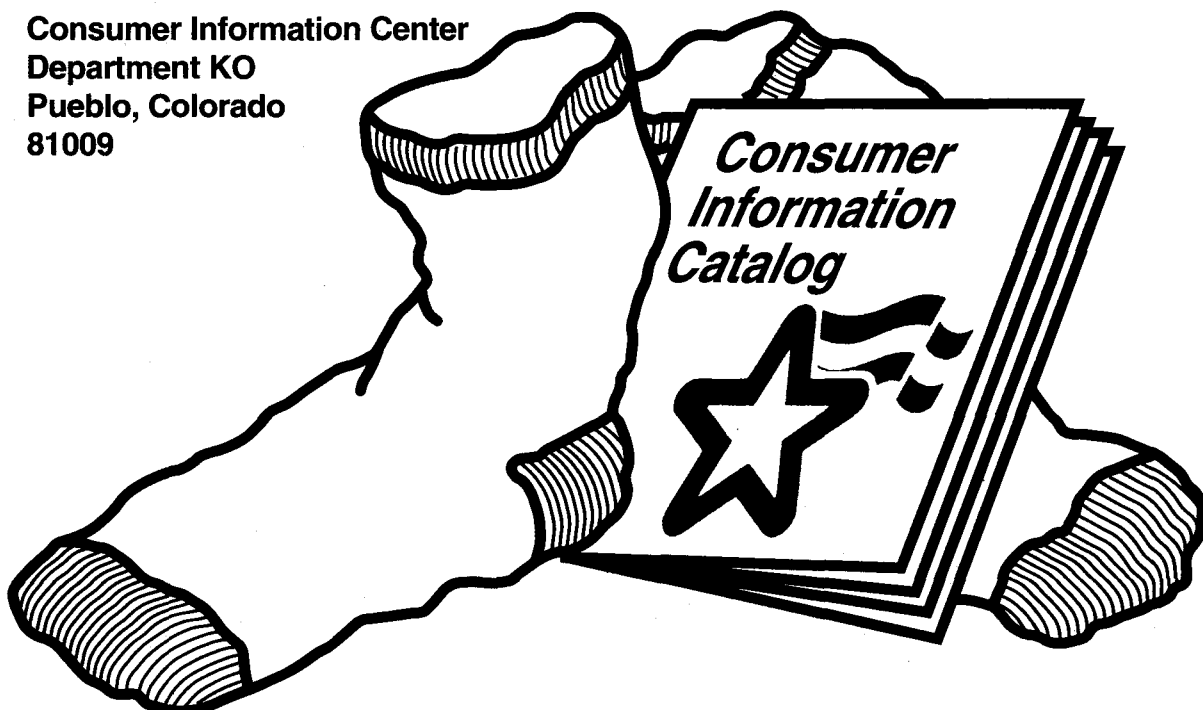
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Humor **in the**



How's your perspective? When you left an important meeting this afternoon, you noticed a two meter piece of toilet paper hanging off your left shoe. This morning, you found out you were turned down for a much

Workplace

By C. W. Metcalf

needed personal loan. At 11:30 a.m., you were stuck in an hour-long traffic jam on your way to the important meeting. And to top it all off, you get home to find your kids have created a *beautiful* crayon mural on the newly painted kitchen wall.

Another bad day? Feel like screaming? Not the time or the place for humor? Well, surprise! Humor is vital when things are falling apart at the seams. Humor can show us the absurdity of our problems, relieve tension, foster hope and nurture creativity. You'll also be glad to know it has very little to do with jokes. (In fact, our studies show only about 2 percent of the population can remember and tell jokes, although 40 percent think they can.)

In 10 years of teaching humor skills to the executives of the world's largest companies, I've found that humor is a vital component in healthy workplaces. Humor creates a happier work environment that reduces stress and absenteeism, while increasing productivity and creativity.

But humor isn't helpful only in the workplace. It also creates bonds between friends, strengthens family relationships, and is useful during any small appliance catastrophe (like when the blender decides to spray raspberry yogurt protein drink all over you and your spouse during an early morning argument about whether or not you need to buy new appliances for the kitchen).

Humor Can Be Learned

Now, I see humor as a developed set of skills that can be learned. The people I'm committed to helping are those who stumble through life mumbling, "I've got to lighten up, but how do I do that?" The important thing for these people to remember is that humor has to be approached like playing a musical instrument, learning a new computer system, or starting an exercise program—you have to practice it.

An aspiring weight lifter doesn't just walk into



a gym and immediately hoist 300 pounds over his/her head. (Unless s/he is hoping for an exciting ambulance ride to the hospital.) The weight lifter slowly works up to it, starting with light weights and gradually adding more over time. The same applies to humor skills. Developing them involves changing certain beliefs, one being that you have to

act serious all the time to be taken seriously. Start slow, train, be aware, have fun and you'll get there.

I first learned about the value of humor to help us through stressful situations from some very unlikely people. People who have been pushed to the edge of life—the hostages released from the Middle East, airline disaster survivors, terminal cancer patients and workers who lost their jobs at age 40 and had to start their careers over again. I found these people had the ability to laugh when the going got tough and used several humor skills to thrive where others might have collapsed. These thrivers and survivors had the ability to see the light side of their situation which left them creative, fluid, and less emotionally and psychologically scarred. Consider: If humor skills are helpful to people in extreme situations, think of how powerful they can be for you during the daily crises of shifting economies, deadlines, bad hair days, traffic jams, grouchy bosses, and toilet paper stuck to your shoe.

Three Humor Skills

First, you must learn the three humor skills shared in common by those who stayed healthy and creative in crisis.

The First Humor Skill: Perspective—The ability to see the absurdity or joy in difficult situations.

The Second Humor Skill: The ability to take yourself lightly while taking your work or challenge seriously.

The Third Humor Skill: A disciplined sense of joy in being alive.

That's how you get fluidity, creativity and

flexibility. It's not easy. It's taken me a lifetime to learn what I've written in those few lines. With any luck, this article might speed up the learning process for you. I'll be offering several physical and psychological tools and exercises to help you on your journey to lightening up. Don't try them all at once. Try one exercise for a few weeks and see if it doesn't help.

The Gift of Joy

Several years ago, I was working as a hospice volunteer, caring for young, terminally-ill cancer patients. One young man I worked with, Chuck, was 13 when he came home from the hospital. He came home not because he was cured, but because he wanted to be with those that he loved when he died. Usually when I visited Chuck, he was unconscious or groggy from the intravenous morphine that dripped from the plastic bag hanging next to his bed. But the last time I saw him, he was awake and alertly aware of his surroundings. I remember the conversation we had well.

"I've got something for you, C.W."

"What is it?"

He stuck his hand underneath his pillow and pulled out several sheets of crumpled notebook paper. He reached over and handed them to me.

"I want you to give this to my mom and dad after I die. It's a list of all the fun we had, all the times we laughed together," he said.

I was stunned. He had every right to feel anger and resentment, but he was looking out for his parents.

"Like what," I asked.

"Like the time mom, dad, Chrissie, Linda and me were dressed up for Halloween like pieces of fruit from that underwear commercial. Dad was driving us to a costume party. I was an apple and dad was a bunch of grapes. The others were bananas and stuff. And dad gets pulled over for speeding. The policewoman came up to the car and looked in the window and started laughing really hard. We all started laughing and the cop said, 'Where you all headed—a salad bar?' Dad said that he was sorry he was speeding but his kids were so ripe they were starting to draw flies. The cop laughed so hard she had to take her glasses off and wipe the tears from her eyes. She said, 'Well get out of here, but go slow, I don't

want to find you squished all over the highway.”

Chuck and I laughed. I looked over the list and saw experiences like Disneyland, horseback riding, camping and others. I remember thinking that I should be so brave to take an inventory of all the fun I've had before I leave this planet. What an incredible gift.

During that last visit with Chuck, I was given a gift too, although I didn't know it at the time. A few years later, I tried putting together my own Joy List. Chuck's list took up both sides of six pages; mine was done in three lines. I jotted them down: (These are not ranked in order of importance.)

1. Fishing
2. Camping
3. Making love with my wife

It was obvious that I was having a hard time remembering the fun things I had done in my life; or maybe there were none at all. I wasn't sure. After that disappointing start, I went and bought myself a pocket-sized notepad and carried it with me. Whenever I saw, heard about or experienced something that made me laugh, smile or feel good, I wrote it down. It wasn't easy at first. I wasn't used to looking for the things in life that made me feel good. Eventually the list grew and now includes some of my favorite and enjoyable moments and after eight years, my Joy List has 300 entries where once there were only three.

You too can create a Joy List. All it takes is a notepad, a pen or pencil and the willingness to seek out the things that bring you joy in your life. When things get a little crazy around the office or at home, retreat to a quiet room, pull out your Joy List and bring back the memories of those activities.

Humaerobics—Exercises for A Flabby Sense of Humor

In my seminars, I offer people exercises to help recharge their sense of humor. Humaerobics—physical exercises that enhance humor skills, do involve some risk. With Humaerobics, you make silly noises, peculiar gestures, goofy faces and somehow survive. These ridiculous exercises allow you to take physical risks with the way you look and help you learn to play a bit.

If you have the courage to do these exercises wholeheartedly, you will experience decreased fear of foolishness and failure and increased light-heartedness. Knowing that you can survive physical silliness makes risk taking easier. Besides, it's fun.

■ Stand, Breathe and Smile

This exercise is relaxing and silly. The act of smiling sends a message to your brain that, says, hey, something must be funny around here. As with most humor exercises, the Stand, Breathe and Smile is most effective in a group, even a small group of three or four.

Begin: Assume a comfortable sitting position.

Step 1: Count to three, and then . . .

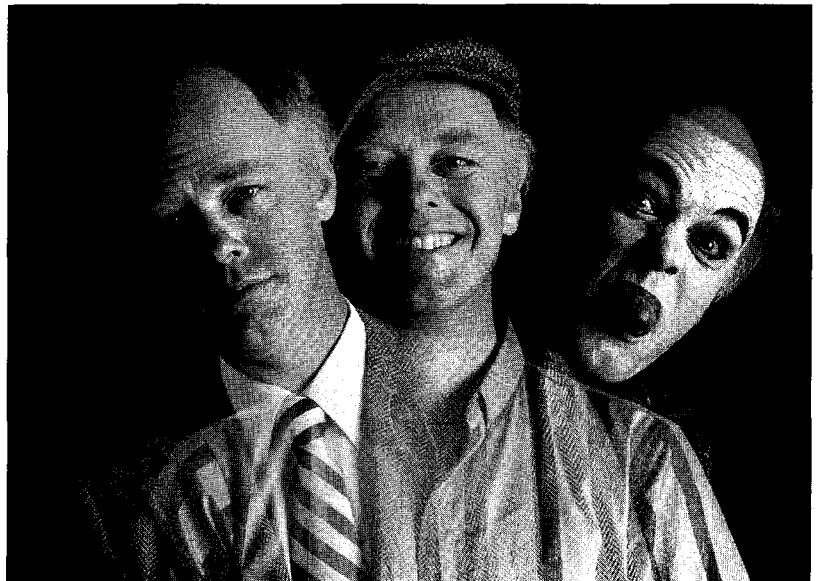
Step 2: Stand up, taking a deep breath as you rise to your feet.

Step 3: Smile the biggest grin you can make. Let those teeth show.

Step 4: Repeat steps 1 through 3 until you:

- A. Start laughing
- B. Get bored
- C. Embarrass yourself
- D. Find you are too tired to get up again
- E. Are done

I know from my experience with thousands of clients over the years that the Stand, Breathe and Smile exercise has few if any negative side effects.





As he backs

out of the of-

fice, he points

at the desk

and says

firmly, "Stay!"

Start your Humaerobics workout with a Stand, Breathe and Smile in the morning as you get out of bed.

■ Draw the Line

It's important to separate yourself from your job at the end of the day. The Draw the Line exercise is a great way to tell yourself that, "This is the end of the day and the beginning of the rest of my life."

No matter how hard most of us try, work, like a nagging gremlin, has a way of hiding in our briefcases and following us home. There has to be a ritual, a deliberate act of separation, a celebration of getting back to the rest of life. Otherwise, the gremlin will nibble at us all evening. It can drain us of the strength we need for vital relationships with our families and friends. Sometimes the nasty creature can pop up in our dreams and leave us more tired than rested when we awaken.



A favorite Draw the Line technique was given to me by the vice president of a large American industrial plant. Phil takes the last five or 10 minutes of each work day to list all the unfinished tasks that he knows will follow him home and make his life miserable. He then puts the list in a special desk drawer, locks it and hangs the key on the wall. As he backs out of the office, he points at the desk and says firmly, "Stay!"

Pretty silly right? This act allows Phil to:

1. Make fun of his fears.
2. Define the difference between himself and his work.
3. Affirm his right to a sense of joy in being alive.

A group of businesswomen I know assembled a slightly more expensive Draw the Line ritual, it cost them about a dollar. They decided to purchase a batch of foam-rubber clown noses, one for each of them. They left the noses in the glove boxes of their cars and at the end of the work day, when they drove home, they put the noses on.

"The sight of my reflection in the rear-view mirror makes it impossible for me to think of myself as having any right to think about work. And the looks I get range from disgust to hysteria," said one woman. "My favorite trick is to stop on the way home and do a bit of shopping while wearing my red clown nose. The funny thing is, very rarely does anyone mention it! It's like, if I'm having a good time in a public place, there must be something wrong with me."

My own Draw the Line exercise may be of value to other bald people (or shall I say hair-challenged). I bought a wig that I keep on the hat rack in my office. At the end of the day, I put it on and slip out the door. Why does it work? Well, it's a curly, long, strawberry-blond wig—nothing subtle about it. And, as much as my job may want to follow me home, it's waiting for a bald guy to leave. My job doesn't recognize me in the wig! Acting silly like this is a simple, effective way to celebrate the end of my work day and the beginning of the rest of my life.

And the rest of my life is important to me. Don't get me wrong, I love my job and I work very hard at it. But it's vital to get away and nurture other aspects of life so that I am able to come back to my job refreshed, creative and better able to cope with problems when they pop up.



C.W. Metcalf is a former television writer and actor. He conducts humor and survival seminars for Fortune 100 corporations worldwide. C.W.'s book, Lighten Up—Survival Skills for People Under Pressure was recently released in trade paperback.

Managing Many Stores by Computer

by Anne-Marie Valero

Many single-store operations automate their business and soon find they are able to open additional stores, due to the efficient operations and effective buying decisions supplied by a computer system. Our hope is to educate you regarding automating your single or multiple-site employee store!

Why Computerize?

Automation affects the productivity and profitability of retail stores, and benefits the consumer as well. Point of Sale and Inventory Control Software provides perpetual inventory counts and purchasing advice for items approaching reorder levels, isolates slow moving inventory and helps you obtain higher profits. Here are a few benefits retailers have gained from automating their businesses:

- **Better use of time and resources:** Faster and more accurate information is at your fingertips and you are able to handle peak periods more effectively.
- **Inventory Savings:** You have reduced inventory levels and associated carrying costs, increased inventory turns and reduced inventory shrinkage.
- **Increased sales and gross profits and margins:** Additional sales information for identifying gross profit and rapid turnover items, fewer lost sales due to lack of stock, and the ability to target customers with direct mail campaigns.
- **Savings from automated pricing:** Reduction of mismarked merchandise and markdowns and automatic reset of prices after sales promotions.
- **Savings on accounting and bookkeeping:** Savings from reduced manual data entry, monthly service bureau expense, more efficient accounts payable processing and vendor purchasing, reduced bad debt, reduced sales audits, improved

payroll and commission data collection.

- **Personnel savings and satisfaction:** Improved salesperson productivity and use of personnel for income-producing functions.
- **Happier customers and employees:** Quicker and more accurate sales transactions, improved store image and improved salesperson morale.
- **A system pays for itself within one year:** Any store, regardless of dollar volume, can recoup the initial computer cost in less than one year. This is accomplished by allowing a computer to determine stock levels at each location, based on items received and sold, rather than having someone walk around with a pad of paper and pencil. Furthermore, a computer can report on your exact gross margin of profit. Computerized retailers take this information and "play" with the margins to see where they can eke out a few more margin points. This additional profit goes straight to the bottom line.
- **Reports provide valuable information:** Computer generated reports based on daily inventory levels provide store management with sales trend information before a very hot product runs out. Having the right product at the right price at the right time is what makes an employee store successful. After computerizing, store owners no longer buy based on what they like and think will sell, they buy what the computer reports their customers want.

This information is key to negotiating better terms with vendors and making sure that orders are placed for hot items before they run out. Additional reports also show store managers which departments are out-performing others, both in volume and in gross margin dollars. There is no point allocating 10 percent of floor space to a department that only represents 5 percent of sales! It is not unusual for computerized stores to reduce inventory by 15 percent the

▼
**Foundational
computeriz-
ing informa-
tion is the
same for both
single and
multiple-store
operations.**

first year. Also interesting is that total sales volume actually increases, even though they reduce the number of stocked inventory items! A better inventory mix, based on customer need (differing from store to store) makes all the difference in the world.

Multiple-Store Communication

In a multi-site business, all stores must have communications capabilities to manage and consolidate information from each location. The main office needs quick access to critical information for running remote stores, and remote stores need new product or price update information from the main site on a daily basis. Additionally, remote stores may want to send inventory item requests to the company warehouse.

You may even want to send satellite stores memos or company announcements through electronic mail. This inter-store communication provides fast, automatic alternatives to tasks that take significant time when done manually.

The ability to communicate electronically between the main office and remote stores eliminates data entry time and possible errors. The communication of critical data to and from stores is fast and reliable. A retailer needs a system to automatically collect "daily items sold" information from each location. Each store's sales, reconciliation and inventory reports are available by store location, as well as consolidated reports to review company totals.

Stores can access information fast. The main office may compare sales and inventory levels at each store, providing knowledge for decisions about each

location's inventory items and quantities. Store-specific sales information helps determine where to stock particular items. For example, an item might sell like hotcakes in one store, while it sits on the shelf of another!

How It's Accomplished

Although there are many ways to accomplish inter-store communications, they all stem from one of the following:

1. One computer at the main store has enough memory and disk space to handle your total business volume. "Dumb" terminals connect to this main computer and perform purchasing, receiving and selling functions at the main store. Each satellite store links "dumb" terminals to the main store's computer through a dedicated telephone line.
2. A main computer resides at the main store as previously discussed, along with separate computers located at each satellite store. Each store connects a number of terminals to their computer, based on the store's individual needs.

Option number two is the better choice. On the surface, option number one may seem less expensive because it requires less hardware. You only need one computer for the entire operation regardless of how many satellite stores there are. In the final analysis, however, this option may end up costing much more, due to the required daily on-line telephone communication from the satellite stores to the main store! In addition, such a setup puts satellite store staff at the mercy of the telephone company. All the information necessary to work at the satellite stores is on the system at the main site. If they can't connect due to phone company problems or bad weather, they are out of luck.

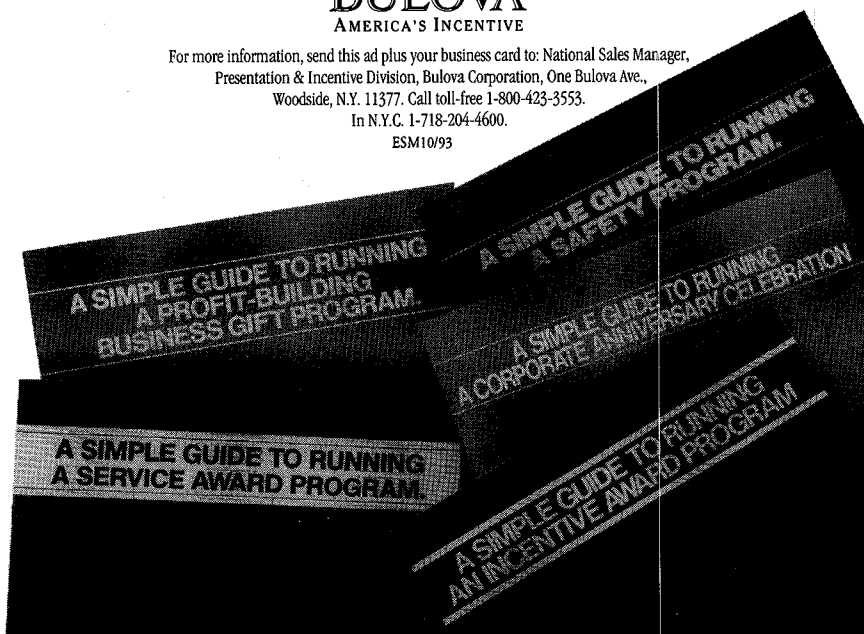
Option number two may be more expensive on the front end due to the computer investment for each location. The advantage of this setup, however, is that communication from satellite store to main site only happens once, in the middle of the night when phone rates are less expensive.

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Furthermore, each store has autonomy and can go about their business regardless of the weather or any possible hardware problems on the main store's computer. Automatic nightly communication allows the main store to track the items sold at each satellite store. In addition, the main system can transmit pertinent price change, new item and discontinued item information to all satellite stores during this unattended nightly communication.

Hints For Evaluating A Computer System

■ Ask NESRA and other trade associations you may belong to if they know of any computer software written specifically for computerizing employee stores. If so, contact the computer vendor and ask for references in your industry. Contact the computerized employee store and request a candid evaluation of the computer, the training they received and the follow-on support.

■ Research the computer vendors you are evaluating. What is their commitment to the employee store? How long have they been serving the retail business? Why do they think their solution is better than their competition? How many people are in their organization? (There are many point of sale and inventory management companies where the person who wrote the software is also the installer, trainer and follow-on support person. This spells disaster!)

■ Investigate whether the vendor wrote the software or is simply reselling someone else's software. Purchasing a computer system directly from the software publisher eliminates the middleman, thereby giving you better service.

■ Write a list of time-consuming tasks you find yourself currently doing, which you want a computer to do for you. Note special things you currently do for customers such as discounts, special orders, layaways and gift certificates.

■ Schedule a demonstration of the product and determine that the software accomplishes at least 80 percent of the items on your list. No software package will be a 100 percent fit.

■ Do not bother spending time evalu-

ating software packages written to run on the DOS operating system. DOS has its place in the world, but a retail store is not one of them. In retail you must handle many tasks simultaneously. DOS programs only allow you to do one task at a time. A multi-user operating system enables one staff member to ring a customer up, while another receives product or checks inventory status.

■ Reports generated by the system are important, yet of greatest importance is that you install a system your sales clerks find easy to use at the front counter! If you do not make the task of collecting valuable sales information easy, you simply won't have anything of value to review on your reports.

■ Invite your sales staff to be present at the software demonstration and insist that they put the software through its paces not the software salesperson.


Common Mistakes

First time buyers tend to focus too much on the price of the computer and not enough on the software's ability to handle day to day operations. An inexpensive system typically does not include proper installation, applicable software, training and follow-on support. Without these three elements, your computer installation has a higher probability of being a failure. Second time buyers look for a computer vendor who is in it for the long haul. They understand the need to do business with a vendor dedicated to the employee store's success: a vendor who makes it a point to train staff thoroughly on the front end so that they can immediately become more empowered in their jobs.

Retailers often make the mistake of waiting too long before making the decision to computerize. Do not wait until your life at the store is solely putting out fires. If you computerize a mess, you just get a faster mess. Take steps to begin evaluating a system before you feel completely out of control.

Conclusion

All things considered, no matter how good the computer is, or how dedicated your computer vendor, your commit-

ment to giving your new tool good information, ensures a quick return on your investment. This will require that you spend a considerable amount of time initially teaching the computer about your business operation. A computer is just like a filing cabinet. You must take time to arrange pendaflex folders in some logical order if you ever expect to find anything. Time spent on the front end will be recouped by increased efficiency and profitability for as long as you own your computer. 

Anne-Marie Valero is co-founder and vice president of sales and marketing at SUM/IT Systems, which for 10 years has been automating employee and specialty retail stores.

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NESRA's Work and Family Report

This is the first time NESRA has developed a special, detailed report analyzing a social issue affecting the workplace, and specifically, the employee services and recreation field.

Since many employees are struggling to find a balance between work and family, the NESRA Public Relations Committee has developed *NESRA's Work and Family Report* which defines the potential role of employee services in work and family and workforce composition.

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The Role of TQM in Health Promotion

A Case Study of Xerox Health Fitness and Employee Services

by Beth Schuber

"A little bit of quality will always make 'em smile

A little bit of courtesy will bring 'em in a mile

A little bit of friendliness will tickle 'em 'tis plain

And a little bit of service will bring 'em back again"

—Ben Franklin

The concept of quality and its role in business is the way of the 80s and 90s and yet years ago, Ben Franklin had the foresight to know that quality and service bring customers back. He seemed to understand the concept of customer service and customer care. Throughout the 1980s and now in the 90s, Xerox Corporation has made quality, customer satisfaction and employee satisfaction top company priorities and basically the way to do business.

What is TQM

To understand better what being a quality company is all about, it is important to understand what total quality management (TQM) means. In general, TQM is designed to improve productivity by more effective and efficient utilization of company resources emphasizing customer and employee satisfaction. Xerox incorporates principles from Kaizen (Japanese terminology) and Edward W. Deming in putting together the Leadership Through Quality package. Kaizen often discusses the building blocks of quality which include the hardware, software and humanware elements.

Hardware: The hardware of a company is the organizational structure and/or construction of a company. Xerox has changed its organizational structure primarily through the formation of business units which operate with much more autonomy than the old divisional structures. This type of structure supports other quality processes such as empowerment, focus factories and focus groups, facilitation and teamwork.

Software: The software of an organization is the behavioral aspect, how the group and group leader perform within the hardware. The software involves the processes used to reward, to interact, and to manage. Significant to the software is the training process and the fact that all within the organization need to speak the same language, buy-in to the same reward system, and think as a team. Managers do not direct as much as they facilitate. Benchmarking, customer calls and managing by fact are vital to successfully complete the quality program.

Humanware: The humanware of an organization or company are those programs and policies which look at the individual workforce as human beings with needs and concerns which need to be addressed in order to be successful at work. Humanware can include human resource issues, time

away from work, flexible schedules, personal time and vacation. Vital to our interest as health professionals, humanware in a large way is our services—health promotion, fitness services, athletics, clubs, employee services and more. We are in a position to not only utilize TQM within our organizations, but also be a significant piece to the total quality management pie.

In 1993, Xerox Corporation's priorities are the following:

1. Customer Satisfaction
2. Employee Satisfaction
3. Market Share
4. Return on Assets (ROA)

In a profit making corporation, these priorities certainly show a shift in organizational attitude leaning toward quality. The concept is that quality is worth the investment, and as has been shown in recent Xerox history, emphasis on the customer improves market share and ROA.

Utilization of Quality

To look more closely at our professional interest, the Xerox Health Fitness and Employee Services (XHFES) organization has been part of the changing quality process within the corporation, and continues to utilize all the quality tools to grow and perfect our business. Customer satisfaction is our primary priority which is addressed on an ongoing basis with customer satisfaction surveys, benchmarking and concentration on becoming the preferred supplier to Xerox for all of our services. Performance is based on how customer surveys improve over time. Within the health and fitness services, time is spent at each staff meeting discussing a quality related issue, be it customer motivation, negotiating skills or conflict resolution. Two key concepts are enforced—"customers do not depend on us but we on them" and "customers are not an interruption to our work, but the purpose of it." It is important for all staff to buy-in to the quality process, and again is why everyone needs to be trained in the same way, speaking the same language.

Employee satisfaction is the secondary priority within XHFES just as it is within the corporation. Annual employee satisfaction surveys are performed, and just like customer surveys, management performance is based on how the scores from these employee surveys improve from year to year. A satisfied employee is an empowered employee, one who is given adequate tools and information to do the job, then allowed to do it.

Programming within our major areas is now directly related to customer feedback and employee input. Our primary customer satisfaction surveys are conducted by a third party to be sure accurate information is collected and documented. Several project teams have formed within the health and fitness services to affect quality and respond directly to customer input. Our hours of operation were a cause of concern and through utilization of the Xerox problem solving process, the fitness staff team was able to develop a new staff schedule, increase hours of operation, and impact cost of coverage very little. The custodial services were also a cause for concern in our on-site fitness services, but by utilizing the quality improvement process, we were able to develop custodial schedules for three on-site facilities that satisfied both the custodians (suppliers) as well as our staff team (customers). End customer satisfaction, although not 100 percent, is improving each year as we address issues in this quality manner.

In a global effort to get at our specific customer needs and wants, and to address the human-

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ware aspect of quality, XHFES conducted a nationwide company Needs Assessment survey to look at significant challenges and concerns of Xerox employees. As a result of the assessment, we divided our work group into three teams, each addressing a significant aspect of the Needs Assessment. The teams are looking at our means of communication, our ability to meet the needs of the industrial workforce, and our ability to provide family programming. We have used the quality tools in terms of benchmarking other company employee service organizations, forming focus groups to give us more information, and making ourselves even more visible in the Xerox community through new advertising techniques and providing services like the plant safety meeting talks. In these talks, health promotion issues are addressed in 10 minutes so to easily blend into the plant safety agendas and we provide these at no charge to our customer.

Partnerships

XHFES has chosen another quality tool, the partnership, in order to provide further programming for employees. One of the key areas of health promotion impacted by the partnership is the on-site screening program. We provide cholesterol, blood pressure and mammography screening on-site at very minimal or no cost to the employee simply by teaming up with other organizations who are in this business and are community oriented. We have also chosen to team up with internal organizations to promote a win-win situation in the health promotion business. Two key groups are the Xerox Food Services and the Xerox Disability Services. Through our partnership with Xerox Food Services, XHFES has been able to provide healthier choice menus for employees, as well as working through food service vendors to save us money on refreshments for special events. In our most recent special event which included well over 1,000 runners and walkers, we were able to provide refreshments absolutely free as a result of this partnership. In the partnership with Xerox Disability Services, our on-site fitness programs are being utilized as work re-entry programs for employees out on long- or short-term disability. As a result of this program, we are being paid for services rendered through disability insurance coverage but charge significantly less than a similar service outside of the corporation.

Teams

A final quality tool XHFES uses quite successfully in programming for the employee is the team. Many of the events we co-sponsor are the result of an employee involvement team or a cross functional team. Often, with support from these other groups, we are able to provide a successful program at very little expense to our organization. Some examples are the Innovation Run/Walk held each year in conjunction with Innovation Week within Xerox. We are funded through the Innovation Week resources and provide a run/walk, free T-shirts and refreshments to over 1,000 employees at no cost to our organization.

Annual health fairs are provided for Xerox employees to understand their benefit choices. We piggyback on this team and also provide screenings and other health information during the fair at very minimal expense to our organization. These fairs serve up to 10,000 Monroe County Xerox employees and family members. Although neither Xerox nor XHFES provides all services for free, we save employees a substantial amount of money each year in discounts and on-site services. In 1992, XHFES through Xerox support, saved employees nearly 2 million dollars.

Conclusion

Quality is obviously vital for all organizations and especially customer based organizations. In Xerox, the quality emphasis literally turned the company around. Quality programs, in order to be successful must shift from the top down, and must impact all members or employees of the organization. Charles Handy wrote an article entitled, "Managing the Dream and the Learning Organization." In it he states, "The organization which will succeed in this uncertain world is the organization which renews, reinvents and reinvigorates. The learning organization, the organization that changes." Quality involves renewal and change and is proven to be the key factor in successful organizations and companies in the 90s.

Beth Schuber is supervisor Health and Fitness Services, Xerox Corporation in Webster, New York.

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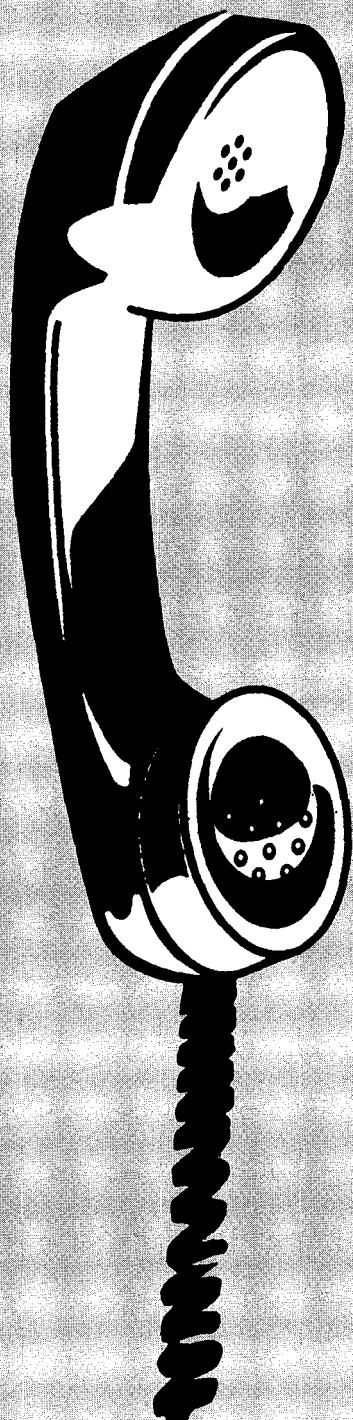
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▼
**Don't treat
them as an
obstacle
to be
overcome...
they will be-
come the
very obstacle
you fear.**

priority. The work of the board as well as time to complete assignments should be part of the organizational plan. Cancelled meetings, lack of quorums, weak or no agendas can all deflate a board in a hurry. An executive director needs to educate his or her boss as to the importance of board meetings.

3. Don't do all the board's work. A common problem is to assign board responsibilities to staff. This does nothing to strengthen the board and often results in negative feelings about the board. Clearly define staff and board responsibilities. Initiate plans that provide opportunities for staff and board to work together. Staff's biggest role can and should be advisory.
4. Don't mislead your board. Be prepared on all agenda items and programs. If you don't have an answer, consult a resource or do research. Be aware of instant solutions based on what you think or feel. The board appreciates a straight shooter and most people know when they are being "snowed."

5. Don't blow things out of proportion. As the director, you are often the voice of calm and reason. Recognize emotional issues and try to diffuse them prior to meetings. Maintaining an even disposition is essential to working through issues. Look at all sides, be a good listener, convey facts and record results.
6. Don't undermine the board. Negative talking or pitting individual members against each other is ruinous.
7. Don't allow board members to become involved in personnel issues. This is not their realm or business. As the director, you are responsible for confidentiality as well as carrying out personnel actions.
8. Don't treat them as an obstacle to be overcome. Believe me, if you look at them this way they will realize your expectations and become the very obstacle you fear.
9. Don't play favorites. Hard not to do. Realize the dynamics, embrace the differences, capitalize on the diversity.
10. Don't allow personal agendas. No one interest group should control the board. An open forum should be maintained. Don't get caught up in personal agendas.
11. Don't lose faith in their abilities. Mistakes will be made. Use them as building blocks not as bricks to be cast in anger.

Plan now to attend
NESRA's
53rd Annual
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at the
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**See the inside front cover of this
magazine for budget information!**

Additional Tips

- Create a participative environment.
- Look at yourself as an employee of the board.
- Bring in outside advisors as needed (you are not an expert in everything).
- Provide visibility—bring board members to staff meetings and to senior management gatherings as support.
- Provide regular recognition to the board and individuals.
- Let the board take credit, stay in the background.
- Move quickly to resolve conflicts.

In the final analysis, boards are people too. Treat them with respect and dignity and you will experience an outstanding success rate. ☞

Jim Battersby is the manager of employee programs and executive director of the Lockheed Employees' Recreation Association in Sunnyvale, California. In addition Jim Battersby is a lecturer at San Jose State University. His experience with boards and committees is quite diverse.

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A Board Is A Board Is A Board and Other Assumptions

by Jim Battersby



▼
Each Board
of Directors
brings its own
unique dy-
namics. Read
how to capi-
talize on this.

Are you bored with your Board? More importantly, is your Board "bored" with you? Is your board dysfunctional? Are you? Is the board a conductor or destructor? Do you love and cherish and honor your board? More significantly, do they love, cherish and honor you?

This is not a scene taken from a wedding. I do however "vow" to share some essential dos and don'ts based on years of experience in the private, public, and community arenas! You'll also find a list of additional tips. I'd appreciate your comments and feedback. I admit that at best this is a partial list and certainly there are a number of variables, but here goes with my advice of dos and don'ts when working with boards.

Dos

1. Respect the board's function: There is always a good reason, legal or otherwise, for the board's existence. Treat the board as an indispensable part of doing business. You'll be surprised how this will create respect for you and make your job easier.
2. Respect each individual board member: A trap we fall into is valuing one member over another. Don't rate people in terms of knowledge or experience. It behooves you to bring people to the same level. Some people are easier to work with but extend yourself to meet the needs of new board members or those who may not understand. This is tougher than you think and failure to do this can cause "cliques" and divisions of purpose.
3. Lay out goals and objectives: To be successful, all board members should have a clear understanding of the purpose of the organization and how it functions. Pay attention

to this to avoid conflict. Regular board orientations, retreats, and updates will keep the train on track.

4. Always practice two-way communication: Each individual on the board should feel that you are accessible and open. The board as a whole should be confident that their communication is being heard and that appropriate action is being taken by you and your staff. This is best accomplished through written highlight reports to the board, subcommittee meetings, minutes including updates, and, of course, structured opportunities at board meetings to communicate both ways. Uninformed board members are uninspired board members.
5. Allow the board to develop its own character: Just like any team or group, variety and diversity are key to its success. Allow talents, opinions, and directions to emerge. Don't try to mold a board in a certain pattern or shape, to do so stifles creativity, change, and the opportunity to capitalize on the group's diversity and strengths.

Don'ts

1. Don't bypass. Bypass in heart surgery can be a lifesaver but it can be a serious problem in board relations. The board should be allowed to carry out their charter, to act on matters that are within their scope. Bypassing the board can be the greatest form of insult. A director or staff person that fails to inform the board or get approval will alienate the board and cause unending problems. A lot of confidence is necessary that the board will make good decisions. Only through a continuing flow of information can a board complete their assigned tasks.
2. Don't cancel meetings. The board and its individual members should be given a high

Continued on page 34

October 1993



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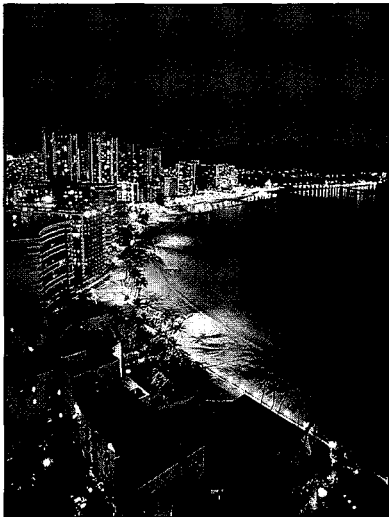
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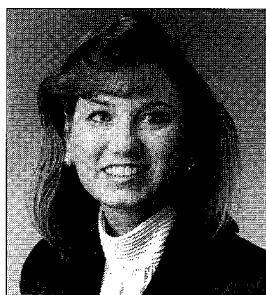
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The Holidays Are Hectic, But Keep Your Spirits Up! *By Beverly Weiss, CESRA*

Products, Services & Much More

by Cynthia M. Helson
NESRA Director of Communications



▼
**Associates
are in tune
with current
demands and
are creating
some of
the latest
innovations in
the field.**

Through my six-and-one-half years at NESRA Headquarters, I've discovered at least two things. First, I've learned National Associate Members bring more to this association than their companies' products and services. Secondly, I've learned that some of the most successful employee services and recreation managers are well aware of my first discovery.

I've noticed that many of the employee services and recreation managers who are well respected in their workplaces and by their peers are the same people who stay abreast of National Associate Members' offerings. They are the ones who are on the constant lookout for new products and services to offer their employees. In addition to new offerings, they look for the best value—the highest quality for the best price. These influential people read the ads in *ESM*, keep the *NESRA Buyer's Guide and Services Directory* and its Buyer's Guide Updates on file within an arm's reach. Now they're on the lookout for the new *1994 Buyer's Guide and Services Directory* to cross their desks in the first week of December. The Directory lists all of our NESRA National Associate Members and their offerings by these categories: Awards/Recognition/Gifts; Family Entertainment/Attractions; Fitness Equipment/Facilities/Services; Hotels and Resorts; Merchandise; Photofinishing; Specialty/Professional Services; Sporting Goods; Sportswear; Travel; and Travel Information.

ES&R managers know NESRA Associates are committed to NESRA financially and philosophically. Associates too are dedicated to enhancing employee quality of life. Many ES&R managers build on this common goal to develop strong relationships with knowledgeable Associates. ES&R managers call Associates for advice on how to expand their programs. Associates share their extensive knowledge of how their products and services are being used throughout the country. They offer a valuable perspective on

the employee services and recreation field. They are in tune with current demands and are creating some of the latest innovations in the field.

They are also interested in making your job as easy as possible. Most associates are willing to help you design a new approach to marketing their products or services in your company. Associates are open to new ideas and they want to work with you towards the constant improvement of the ES&R field.

Like any other association, NESRA does not just need all of its membership components to be a thriving association—it needs all of its components to contribute to the common goal. Organizational Members purchasing products and services from Associate Members supplying products and services only creates transactions. However, when organizational members and associate members recognize each other as an appendage of their staffs and thrive on each other's ideas is when the body of an organization becomes alive.

I've seen this body come to life time and time again. It is most apparent at NESRA's Annual Conference and Exhibit. I've seen ES&R managers visit every booth—not out of obligation, but to reinforce their relationship with exhibitors. I've seen eyes light with enthusiasm as ES&R managers discover a solution to meet a new employee demand and as exhibitors discover a new function for their products or services. I've seen Associates learn from ES&R managers in sessions and I've seen Associates energize ES&R managers during breathtaking sponsored events at conferences.

All this happens because throughout the year, ES&R managers and Associates have discovered there's more to their relationship than just products and services. Through their relationships they work together to enhance employee quality of life.



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$36 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ **Absent From Work**

According to *USA Today*, here's the percentage of each age group absent from work for at least part of a week during 1992: 16-19 year-olds, 7.3 percent; 20-24 year-olds, 5.1 percent; 25-54 year-olds, 4.6 percent; and 55 and older, 5.5 percent.

▼ **Informed Consent in the Workplace**

Several court cases have found that prospective employees have a "right to know" about a company's business plans and/or financial condition, reports *HR News/Society for Human Resource Management*.

The legal theories supporting an expanded definition of "right to know" may be relatively new, but the impulses behind the suits have been a long time in the making. In the "old days," employers dispensed little if any information about the business to employees. The assumption was that management knew best and that employees wouldn't understand the information anyway. Employees want to know what's going on and they want to be involved in decisions that affect them.

In the workplace, many employers continue to balk at the idea of sharing even basic information with employees, let alone involving them in decisions that may affect them. As a result of this reluctance to voluntarily share information and decision making, the doors to workplace informed consent are being pried open by lawsuits, legislation or financial emergencies.

Employers should work to develop an atmosphere conducive to the sharing of information and decision making.

▼ **Those in Their 50s**

On the eve of retirement, about one American in five has no health insurance and about two in five expect no private pension income other than Social Security, according to a University of Michigan survey of nearly 13,000 participants in their 50s.

The survey also shows that almost three-quarters of people age 51 through 61 would prefer to phase down from full-time to part-time work rather than give up their jobs abruptly.

In contrast, about two-thirds believe their employers would refuse to let them

move to a less demanding job with less pay even if they wanted to. About one in five Americans in this age group are victims of "job lock," afraid to leave their current jobs because switching employers might cost them pensions or health insurance benefits.

▼ **Survivors Suffer**

Survivors of recent company layoffs are scared, confused and full of stress, reports *Human Resource Executive*. Of 11,000 human resource professionals interviewed by Right Associates in a recent survey, 65 percent said the workers remaining in their organization after a downsizing or restructuring were worried about their future with the company.

Eighty percent of respondents said their workers were not able to manage their new workload without stress. The first step in treating Survivor Syndrome is to tell employees that it's normal to be confused, disoriented and concerned following a major change. Stress management, teambuilding and career management workshops are beneficial only after affirming that the feelings of depression and fear are natural.

Career consultants agree that communication tops the list of important "dos" for any restructuring because most of the chaos and uncertainty surrounding changes in the company result from a lack of information.

Managers must get out of their offices and lead, not manage, during times of change. They must be visible and ready to answer questions.

One of the main reasons for downsizing is reorganization, yet less than 50 percent of half of the respondents had a meaningful reorganization.

Consultants say advance planning should also include how the people being let go from the company will be treated. Severance packages and outplacement services are important, but dealing with the people in a dignified, respectful manner is vital.

▼ **How Many Still Bowl?**

According to the Billiard and Bowling Institute of America (BBIA), 49.6 million Americans over the age of six went bowling last year and 9.3 million bowled frequently (25 days or more). Since 1987, total participation has increased 3.7 percent, though there have been statis-

tically-significant decreases in the number of frequent bowlers (-15.1 percent) and the average number of days played (-13.2 percent).

Bowling is the most popular participant sport. Only fitness walking and camping have a greater number of frequent participants.

Several additional facts:

- Male participants outnumber female players (53.3 percent vs. 46.7 percent).

- The 18-34 age group comprises 41 percent of all bowlers.

- Since 1987, there have been statistically-significant increases in: The number of male bowlers, bowlers aged 6-11, bowlers 35-54 years of age, infrequent bowlers (less than 12 days per year), bowlers in the \$50,000+ household income segment.

Almost three out of every 10 bowlers belong to households having \$50,000+ income.

▼ **Step Aerobics Lead Sport Growth**

With increases of more than a third in 1992, step aerobics and in-line skating showed the most dramatic growth among sports with more than 8 million participants, according to the National Sporting Goods Association.

Step aerobics drew 9.2 million participants in 1992, a 35 percent increase over the 6.8 million participants in 1991. In-line skating increased 33 percent to 9.7 million participants versus 7.3 million in 1991.

Among the traditional team sports, basketball and

soccer showed the highest growth. Basketball drew 28.1 million participants, an 8 percent increase, and soccer 10.6 million, a 6 percent increase.

Several sports in the less than 8 million category showed declines of 15 percent or more: snowboarding, ice and figure skating, cross country skiing and skateboarding.

▼ **Families Need Flexible Time**

Nearly two out of three working families would like their employers to allow them to work flexible hours, share their jobs with other workers or take more time off to meet family needs according to a Workplace Pulse survey.

The survey concentrated primarily on two pressing issues in the American workplace: work and family issues and health care reform. In the area of work and family, the survey found that one of four employees already work for employers who provide job sharing, and almost 16 percent said their employer allows them to work at home.

Fifty-three percent have one or more children at home, and family status can be applied to 74 percent of employed Americans who are either married or have children living at home.

The following statistics from the survey highlight the lack of employer support for today's working families:

- Eighty percent of employees say they receive no help with child care from their employer;

- Only one in four employees has a dependent care reimbursement program available to help them with day care expenses;

- Nineteen percent of working Americans with children said their children receive no supervision when they return home from school in the afternoon;

- One-third of married working Americans with children say that a spouse stays home to care for the child/children;

- More than half of all working Americans have either provided long-term care for a friend or relative or say it is likely they will have to do so in the future;

- Of all workers who provided long-term care to a friend or relative, 60 percent said it had an impact on their careers.

Employees surveyed said that if long-term care became necessary for them, nearly 90 percent would prefer to receive care in their homes.

Only six percent would prefer to receive care in an institutional setting. Almost half (44 percent) of working Americans do not believe they will need long-term care in their lifetime.

▼ **Securing A Trademark**

Trademarks are words, symbols, devices, sounds, colors, configurations, shapes, or any combination thereof used by an individual or organization to identify or distinguish itself or its products from others, says *Association Management*. Federal, state, or common law protects trademarks for


as long as they are properly renewed and continually used.

Copyrights protect expressions of ideas, in literature, music, drama, dance, motion pictures and television shows, sound recordings, and computer programs, not the ideas themselves.

Patents protect functional or design inventions. Federal statutes protect patents and copyrights for limited time periods.

Service marks are trademarks for services, rather than products.

People or organizations other than the owner of a trademark use certification marks to certify regional or other origin, material, manufacturing mode, quality, accuracy, or other characteristics of goods or services. Companies or individuals use a certification mark to show that they have tested a product or service and met the requirements of a certifying agency.

An organization's name, acronym, logo, and its products and services are critical to recognition and identification. Guidelines for securing and protecting trademarks apply to an association's name, logo, and acronym and carry over to their use on such things as the organization's stationary, literature, displays, labels and packaging, and advertising. An association can trademark its products or services. 

ES&R

Around the Globe

Taking the Magic Kingdom Club Worldwide

Read what the Magic Kingdom Club discovered about attitudes and practices towards leisure, vacation and employee services among European and Japanese employees.

by Bobbie Dorsch

The year was 1957. A new concept in family recreation—Disneyland Park—was quickly becoming one of Southern California's most popular attractions. Soon requests from a number of the largest corporations and military bases in the surrounding area began pouring in, asking for special prices on Disneyland admission media for their employees. The answer came in the form of Walt Disney's Magic Kingdom Club.

"Milt Albright and I were trying to come up with something that had prestige and class," recalls Jack Lindquist, now President of Disneyland. Working together, they came up with the idea of a club. Companies would become chapters and their employees would receive Club Membership Cards which would be good for special savings at Disneyland.

"It was important to get across that this wasn't just a free, throwaway ticket. It really was a Club, unique and different," says Jack. "We sent a memo to Walt. Walt said, 'Sounds like a good idea. Let's do it.' It caught on from the start."

With the opening of the Walt Disney World Resort in 1971, the Magic Kingdom Club became a national organization. Then chapters were added in Canada and Mexico, making it international. Tokyo Disneyland opened in 1983 and the Club expanded overseas. Then in 1992, with the opening of the Euro Disney Resort in Paris, the Magic Kingdom Club began operating all over Europe.

As the Club has expanded beyond the United States, it has been interesting to note the differences as well as similarities between American, European and Japanese employees.

United Kingdom

Let's start with our closest cultural neighbor, the United Kingdom. Most British companies appear to leave leisure-time interaction between employees up to the employees. There are a few companies that Disney cast members have encountered which actively promote the idea of employees socializing in their spare time aside from holiday dinners or parties, and perhaps one family outing per year. These seem to be organized by volunteer employees or, in some instances, some-

one the company hires specifically to look after social activities. Out of the 1,834 Club Chapters surveyed, only 60, or 3.3 percent have social clubs.

The average vacation time in the United Kingdom is 20 working days (four weeks) for permanent staff as well as nine bank holidays. The building industry has its own schedule of "builders' holidays" which is usually for two or three weeks in August. At one time, June was a popular vacation month. However, since the advent of a new schooling system, children are now in a testing period during June and cannot be taken out of school during this time. As for group trips, the latest Disney research revealed that over 60 percent of British companies do not organize group trips for employees.

In general, the recession has hit the United Kingdom very hard and many companies have reduced salaries and altered work schedules to cut overhead. Some companies have cut overtime which means that staff members have less opportunity to earn extra cash for foreign holidays and other "luxuries." Many companies have cut staff so that the ones remaining must work longer hours, hence less leisure time. On the other hand, many manufacturers have introduced 3-day and 4-day weeks which create more leisure time but no increase in disposable income.

Interestingly, some companies even declined joining the Magic Kingdom Club because they had just laid off staff and felt it was unfair for them to see the company offering benefits to those remaining.

On a more positive note, a number of Magic Kingdom Club Chapters have negotiated discounts for more day-to-day products and services. In other words, these companies are providing discounts on health, dental and car insurance, plus savings on local gyms and health clubs, theater tickets as well as timber and building supplies, and even personal loans.

Despite economic setbacks in 1991, 60 percent of British adults took at least one holiday of four nights or more. Of those vacations, 74 percent of all overseas trips were spent in Europe. Eleven percent in North America and the remainder in other assorted locations. Meanwhile, at home, the most popular leisure activity in the United Kingdom is walking (19 percent) followed by watching films (11 percent). Swimming, billiards and the theater are also popular.

Germany

Companies in Germany, as in the United Kingdom, desire their employees to lead a balanced life, but don't actively support it or feel any obligation to provide special benefits. There are however, approximately 198,000 independent clubs and societies throughout the country. These groups are not connected with any specific companies. Instead, they are part of political parties, religious organizations or social or sport clubs that are supported by the local communities.

Germans have an average of six weeks vacation. Families with children are not allowed to take their children out of school so they must travel only during Easter, summer, fall or Christmas break periods. According to Disney research, approximately 67 percent of the German population takes an annual vacation with 45 percent traveling abroad.

Statistics in other German-speaking countries include Austria, with 54 percent of the people taking annual vacations, 34 percent of them abroad; and Switzerland with 83 percent of the population taking annual holidays, 66 percent abroad.

Germans, Austrians and the Swiss favor vacations that feature sunny weather and close proximity to a beach. Germans and Swiss rate sports and activities as prime motivating factors for a vacation destination while Austrians prefer holidays with more of a cultural slant.

Italy

In Italy, leisure time is relatively serious business. Out of 487 Italian Magic Kingdom Club Chapters, 25 percent have a "Cral"—a social club formed by a group of people who work for the company and develop leisure and cultural programs for employees and their families. Small to medium-sized companies (100 to 400 employees) usually have a Cral formed by a few employees representing different divisions who work on Cral activities during half their day. This kind of Cral does not occupy much work space, has a low annual budget or no budget at all. The Cral activities and decisions are under the control of the personnel manager.

Large companies (400 employees or more) usually have a powerful and well-structured Cral which functions almost like a small company of



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its own. The Cral team is formed by employees who are elected each year by the company employees and work full-time on Cral activities. The Cral gets an annual budget by the finance department and operates autonomously under the direction of a Cral President. Each of the group's members reports to the President and has a specific section to work on such as cinema, theater, conventions, travel, group trips, etc.

In small to medium-sized companies, employees automatically become members of the Cral when they are hired and enjoy the Cral's benefits and services for free. In large companies, employees are frequently asked to pay a subscription fee to become Cral members.

The larger the Cral, the more extensive the benefits. The activities can include conventions, yearly subscriptions to theaters and cinemas, yearly group trips, and discounts on merchandise at select stores and chains.

On the average, Italian companies close for one week at Easter, three weeks during late summer and 7-15 days during the Christmas holidays. The majority of day-to-day leisure time revolves around sports-related activities with the rest of the time devoted to clubs or social structures.

France

In France, there is a similar organization to the Italian Cral called the "Comites d'entreprise." It, too, is common in large French organizations and operates in a similar manner. In fact, French law requires that companies fund the Comites out of the company payroll the same way some full-service employee activity organizations in the U.S. are supported.


The French enjoy skiing as well as spending time at the ocean and in the mountains. However, as a general rule of thumb, most French prefer to vacation in France. As no other European, the Frenchman likes it best in his own country surrounded by typical country environments. The most important components of a French holiday are sea, sun and entertainment.

Japan

Lastly, in Japan, companies encourage their employees to live a balanced life on the outside, however, there is a subtle peer pressure on everyone to work overtime and to stay late at night. This attitude is changing somewhat, and in the past few years the Japanese government has been limiting overtime in certain governmental agencies to set an example for the rest of the nation.

In striving for a more balanced life for employees, many companies retain an active, although very structured leisure/recreation office. These offices frequently coordinate highly organized company functions attended by an entire office or division. While Japanese recreation offices rarely provide discount programs to their employees, they do offer many travel-related discounts, airfares and accommodations on outbound, international travel.

Unlike other parts of the world, the Japanese rarely take off for several weeks at a time. They do, however, enjoy long weekends—four days here, four days there. A typical vacation is between four and eight days and occurs during the spring in April or May. Also, most Japanese companies are closed for four to five days around New Year's Day.

As programs such as the Magic Kingdom Club continue to expand around the globe, our experience of cultural differences and how they affect employee services will also continue to expand. 

Bobbie Dorsch is a senior writer for the Walt Disney Magic Kingdom Club.

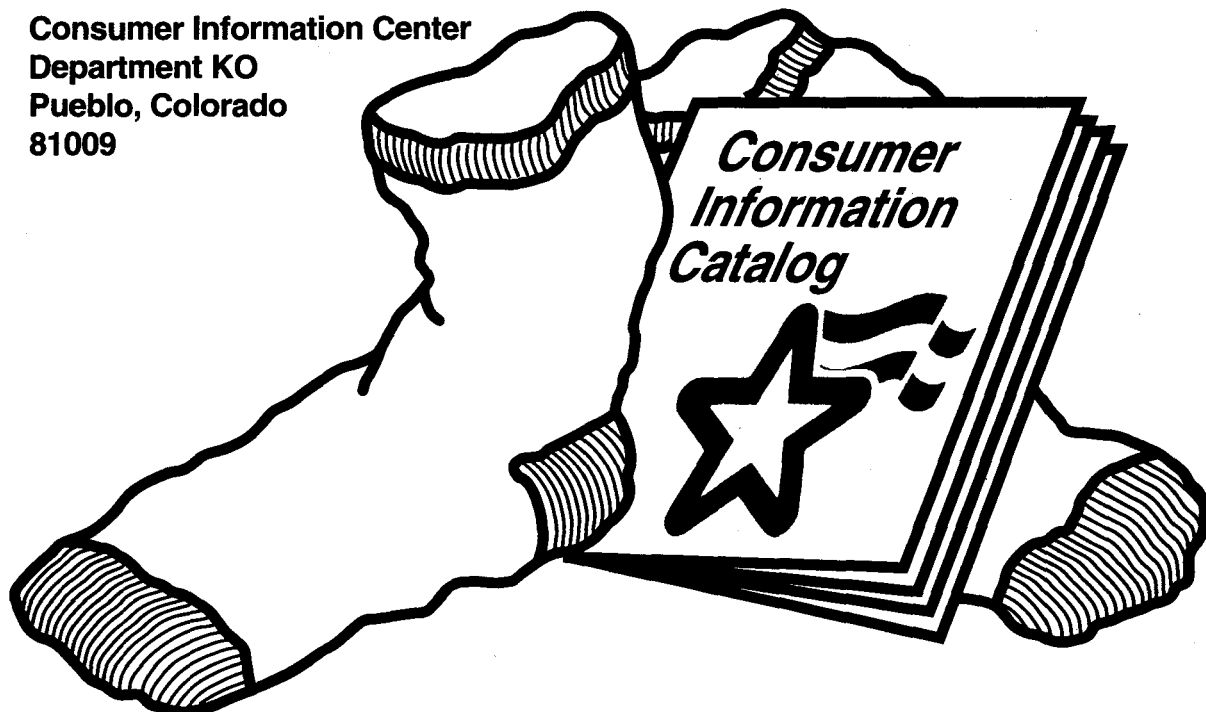
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Travel Trends

This article will address trends in group travel on a national level and trends in employees' travel from one NESRA member's perspective.

National Trends in Group Travel

by Dorothy H. Maitland, CTP

One of the most dynamic segments of the diversified travel industry is escorted or group travel. What makes this segment of the travel industry so important?

In 1992, the group tour market generated more than \$6.4 billion. In addition, when an escorted tour spends one night in a community, more than \$3,300 is spent in that city. The average multi-day tour spends more than \$4,500 a day in that city.

Research indicates that persons who purchase escorted tours are generally in their 50s and above. They are people who like to travel and who like to be with others when they do it. They also tend to have no children living at home, be

well-educated, and in the middle to upper income range. As the baby boomer generation moves toward age 50 in the next few years, this market will continue to steadily grow.

Why Offer Group Tours?

Research indicates that there are five major reasons people take group tours with the first being value. These tours simplify the financing of travel by providing established costs for an entire package. When tour patrons leave on their tour, it is prepaid. In other words, by the time a person joins a tour, they have already paid for their travel experience.

Travelers also choose tours because of the security they offer. There is security in that they have a planned itinerary. They know where they are going and where they are staying. Traveling in a group also reduces the anxiety and stress produced by going into unfamiliar surroundings and therefore rids them of the fear of the unknown.



Tourists enjoy visiting and learning about historical sites.
(Photo courtesy of the Greater Boston Convention & Visitors Bureau.)

Tour takers gain an extra peace of mind because the tour director becomes their buffer between the group and their environment. The tour director takes care of all decisions and emergencies. The tour taker does not have to worry about luggage, housing, transportation, or meal arrangements; they are the responsibility of the tour director.

This leads to the next attraction of group tours. They are convenient. Usually with only one call to the tour operator, travelers arrange for their hotels, attractions, transportation, baggage handling, and a professional tour director.

The next benefit of a tour is education. Tours provide a lot more information than traveling alone. The tour director is an expert and makes sure passengers receive answers to all questions. Local guides are hired in many areas to further enhance the tour experience and give travelers a better understanding of the area and its history. Essentially, tour travelers are looking for a learning experience that can be shared with friends or



Favorite tourist destinations are those offering evening entertainment.
(Photo courtesy of Las Vegas News Bureau.)

family. According to the Tour Traveler Index, a benchmark study recently released by the National Tour Foundation, nearly nine out of 10 tour travelers say that learning from traveling is very important, and two thirds say they spend a lot of time reading about an area before traveling there.

Nearly half the respondents in the Tour Traveler Index also said the most important reason to take a tour is to share memories of it with friends or family. Tours set the stage for developing friendships and provide companionship. Those on a particular tour have selected it because of similar interests. Therefore they are able to mutually share their experiences and observations. This companionship often leads to a sense of camaraderie of shared adventures and experiences. With the diverse variety of tours offered today, groups can easily find a tour that matches their tastes and activity levels.

Today's motorcoaches are also state-of-the-art with quality and convenience features such as



The tours of today are not limited to motorcoach travel.

climate control, individual lighting, easier access steps into the coach, spacious aisles, tasteful decor, comfortable seating, restrooms, reclining seats, large tinted windows, and in some cases onboard canteens. All of these components are making motorcoach travel of today a luxury.

However, the tours of today are not limited to motorcoach travel. Tour companies provide flexibility and diversity in travel experiences by incorporating other forms of transportation such as air, cruise and rail into many programs.

Popular Tour Types and Destinations

Tour travelers are constantly on the lookout for exciting tours with plenty of things to do. As part of the Tour Traveler Index, group tour travelers were given a list of 17 different tours and tour components to rate. According to the report, the most popular tour type was a tour with evening entertainment such as dinner theatres. This tour type was rated positively more often than any other tour by all age groups.

Other popular trips include a history tour with stops at historic sites, a heritage tour to

areas which are home to ethnic groups and other cultures, a tour of beautiful gardens and a wilderness tour where travelers can see and learn about game and wildlife.

Older tour travelers enjoy historic tours, outlet shopping tours and tours to sporting events less than younger travelers. More of the tour travelers under 55 rated a tour which includes adventurous activities such as skiing, white water rafting, hiking or biking than older travelers.

The growing popularity of tours with evening entertainment has also coincided with the explosion of Branson, Missouri as one of the most popular tour destinations in the country. In addition to Missouri, other popular destinations include Alaska and the Southwest in general.

The industry has also witnessed a trend toward shorter trips. According to the Tour Traveler Index, group trips planned for three nights or less are likely to be to New York, New Jersey, or Pennsylvania. Planned group trips of four to six nights in duration are likely to be to Virginia or South Carolina.

Conclusion

Making travel arrangements for a group of friends or associates is an important undertaking. Considering that travel for many people is the culmination of their dreams and savings and considering how much can go wrong with a trip, successful travel plans become increasingly more significant.

Tour companies have a wide and diverse range of tour types to choose from and an even wider range of destinations. Most tour companies also have tours already developed or the operator may completely customize a tour to individual group specifications.

Tour operators are skilled professionals who know their business. Not only does this result in an added level of security, but also tour operators know how to deal with the unexpected. Successfully dealing with the unexpected is one sure way to ensure a safe and enjoyable vacation.

Planning a tour for a group results in the responsibility for people's money and well being as well as for their dreams and excitement of a successful vacation.

Dorothy Maitland, a certified tour professional (CTP), is president of the National Tour Association. Maitland is also president of Maitland Travel Services/Montana Leisure, in Kalispell, Montana.

Popular Tour Types

As part of the Tour Traveler Index, group tour travelers were given a list of 17 different tours and tour components to rate. Here are the results:

Evening Entertainment:	54 percent
History Tour:	44
Heritage Tour:	32
Garden Tour:	31
Wilderness Tour:	31
Shopping Tour:	27
Gambling Tour:	22
Cultural Tour:	22
Mystery Tour:	22
Arts and Crafts Tour:	21
Sporting Events Tour:	20
Factory Tour:	19
Educational Tour:	15
Scandals Tour:	14
Religious Shrines Tour:	14
Celebrities Tour:	13
Adventure Tour:	6

Great Escapes: A NESRA Member's Perspective

by Sharon Poulson, CESRA

NatWest Employee Activities of National Westminster Bank USA, West Hempstead, NY offers a comprehensive range of worldwide travel destinations.

The travel packages that are offered range from bus trips to air travel to popular destinations.

When travel programs are promoted to NatWest employees, the main consideration is to make them appealing to all members of the varied NatWest population. Trips are contingent upon all age groups, unless they are customized. This is done by advanced planning which depends upon destination. Bus trips are planned 6-9 months in advance. Air travel packages are planned a year in advance, or on an individual basis.

Mountain Getaways

Our employees enjoy Pocono Mountain Getaways for both group and individual travel. Two famous resorts in the Poconos offer fall foliage, golf, holiday family getaways, children's programs, New Years Eve Gala celebrations, ski packages, indoor tennis and swimming, ice skating, snowmobiling, hay rides, entertainment and dancing. All this is packaged with fantastic discount rates that include breakfast and dinner daily. Another lodge is for couples only. These mountain retreats provide the perfect setting for romance. Packages include breakfast and dinner daily, free golf, indoor tennis and swimming, skiing, ice skating and snowmobiling. Packages are customized such as Valentine's Day, ski and family weekends. Flyers are prepared by the supplier and distributed to employees on a quarterly basis.

Winter Weekend Escapes

"Winter Weekend Getaways" are one of the most popular weekend trips offered by Employee Activities. We call them "Winter Weekend Getaways" instead of "Ski trips" because there's always something to do for everyone—outdoor and indoor sports, dancing, shopping and plenty more.

Employees are looking for the highest possible quality and value. A plus is when a substantial number of meals are included in the package. Often meals are arranged so that you can go to the dining room whenever you wish and order from a varied menu. A list of good restaurants, nightly entertainment with dancing-music and shows makes the packages complete. A checklist is individually tailored and altered from trip to trip.



Enjoyable winter weekends offer a variety of activities.
(Photo courtesy of Caesars Poconos Resort.)

▼

The most common trips are made exciting by including a packet of material that lists helpful tips about food, shopping, sightseeing and entertainment.

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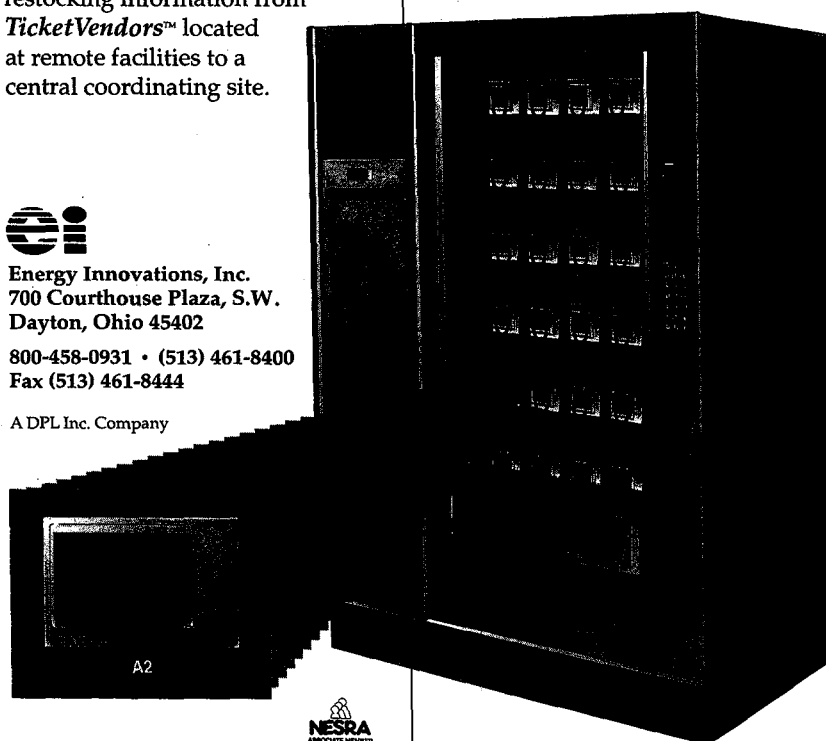
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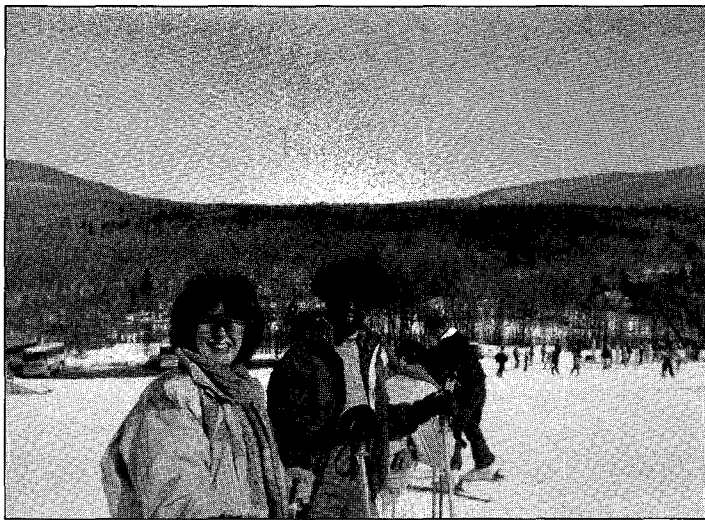
The Islands and Overseas

Aruba, Jamaica, Cancun and Acapulco are among some of our employees' favorite destinations. NatWest promotes group and individual all-inclusive packages which include airfare, meals, hotels, tax and some sight-seeing excursions. Some NatWest employees have taken advantage of these offerings to enjoy affordable honeymoons.

NatWest's parent company is in London and many of our employees journey there to meet some of our fellow employees and to enjoy the famous sights and sounds of London. Recently a group of 29 employees got to know each other better on a trip which was tailored for them. Some of our packages include airfare and hotel, some meals. For these trips participants appreciate when continental breakfasts and some dinners are included.

Independent Vacations

The best and most popular independent family vacations at NatWest are beaches, historical sites, lakes, theme parks and adventure sports destinations. These vacations are suitable for children and adults alike and provide lodging to fit a variety of budgets. The Employee Activities brochure racks offer many brochures which contain lodges, inns, and family cabins, sometimes at a fraction of the cost of a hotel room. The four most popular theme parks are all members of our NESRA family. They



Employees enjoy winter weekend getaways.

are Walt Disney World, Orlando, Florida which includes Epcot Center, MGM Studios and other attractions spread over 43 square miles. This is the mecca of American family travel. Universal Studios, Orlando, Florida and Hollywood, California—both versions offer rides that mimic movie magic. Sea World, Orlando, is a very educational amusement park. Disneyland, California is Mickey's Golden State home.

Enhancing Trips

NatWest Employee Activities works with two trusted agents for basic services such as booking flights and standard hotels, as well as promoting trips that are prepackaged. Detailed flyers are distributed and the prices offered are unbeatable. Employees have compared prices and have been known to come back to the agencies offered through Employee Activities.

All bus trips are prepared by a group discount company and a bus company; both are also members of the NESRA-New York City team. Whether a long or short trip, the bus company always uses modern, clean, comfortable vehicles that feature air-conditioning and reclining seats to make the trip a pleasant one.

This joint partnership is always there to assist NatWest in the ongoing problem of decentralization. Because of this, all trips are based on a participation rate. The companies work with me on coordinating and featuring quality bus trips for affordable prices. Shopping trips and trips to local historic sites are some of the trips that have been offered. All trips are accompanied by an Employee Activities staff member and a tour guide. Together we extend our-

selves as much as possible to ensure the best for NatWest employees.

Hotels are selected for quality, location, cleanliness, comfort, cuisine and service.

The most common trips are made exciting by including a packet of material that lists helpful tips about food, shopping, sightseeing and entertainment so that the employees can review the information prior to the trip to be able to get the most value out of their vacation.


Our photofinisher, a member of the NESRA team, adds that special touch to the NatWest employee vacation package with their on-site employee developing service. In addition to convenience, the program offers quality service and a substantial savings.



Sharon Poulson, CESRA, (left) and coworker pose with their waiter on a cruise to a host of Virgin Islands.

Conclusion

The NESRA suppliers have made it possible to promote and combine trips together. This can be accomplished in the planning stage or if a member is having difficulty obtaining a substantial amount of participants within his/her organization. This opportunity allows for an overall greater participation rate as well as adds a good feeling of camaraderie between the organizations.

NatWest Employee Activities' objective is to enhance the leisure time of our employees in a quality, but yet affordable way. 

Sharon Poulson, CESRA, is human resources officer for National Westminster Bank USA in West Hempstead, New York.

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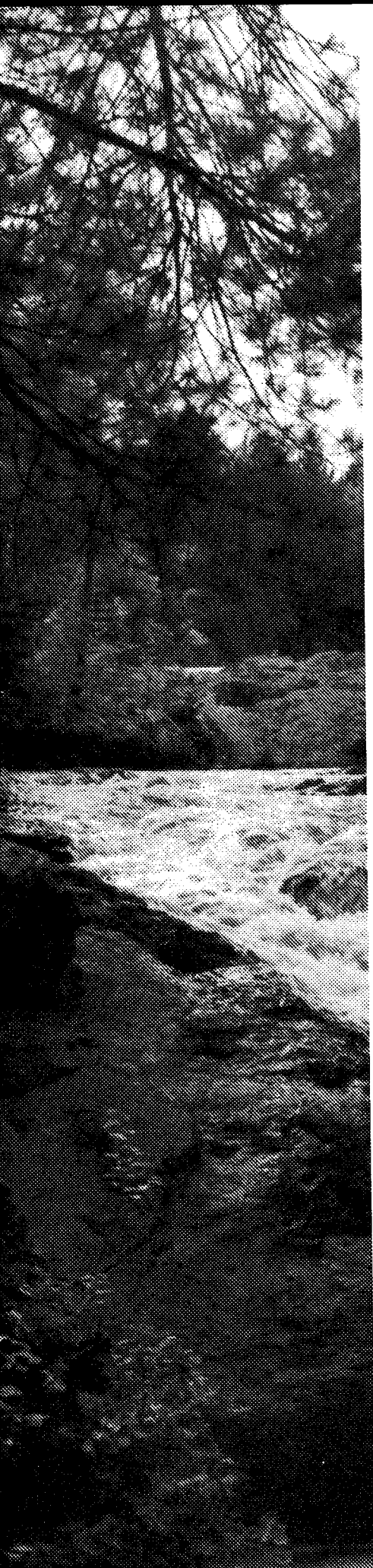
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The Old River Park E x t e n d s Its Welcome

By Raymond T. Faustman

**Learn how to
extend the use of
your recreation
facility from Ray
Faustman, who
marketed NCR's
Old River Park to
67 companies in
the community.**

As more and more companies downsize their workforce, local communities increase the size and quality of parks and recreation programs, and employees commute further to work, company owned and operated parks are seeing smaller crowds utilizing their facilities. Fewer people using these parks, coupled with high operating costs, have caused many companies to either close facilities or lease them to the local community. However, NCR, a wholly owned subsidiary of AT&T has developed a way to revitalize the use of their Old River Park facility.

NCR, a computer company based in Dayton, Ohio, was once the region's manufacturing giant. Most people recognize the company by its old name, National Cash Register, and product line of mechanical cash registers. Founded in 1884, by John H. Patterson, the company grew to employ approximately 25,000 in Dayton by the 1970s with most manufacturing being completed in Dayton. When the electronic and computer era changed the way business machines were made, it also became necessary for NCR to change the way it did business. Electronic registers and computers required much different, less labor intensive manufacturing techniques. So over the course of about 10 years, NCR downsized to approximately 6,000 employees in the Dayton area.

Old River, NCR's 100-acre park which includes a 1.5 million gallon swimming pool, lagoon and rental boats, miniature golf course, picnic area with shelters, concession stands, athletic fields, and complete athletic/recreation programming, was no longer filled with NCR employees and their families. However, the park's fixed operating expenses remained. During this same period local communities began increasing the size and number of park and recreational facilities in their areas. Communities were now providing similar recreation and athletic programming closer to employees' homes which further detracted from the use of Old River Park.

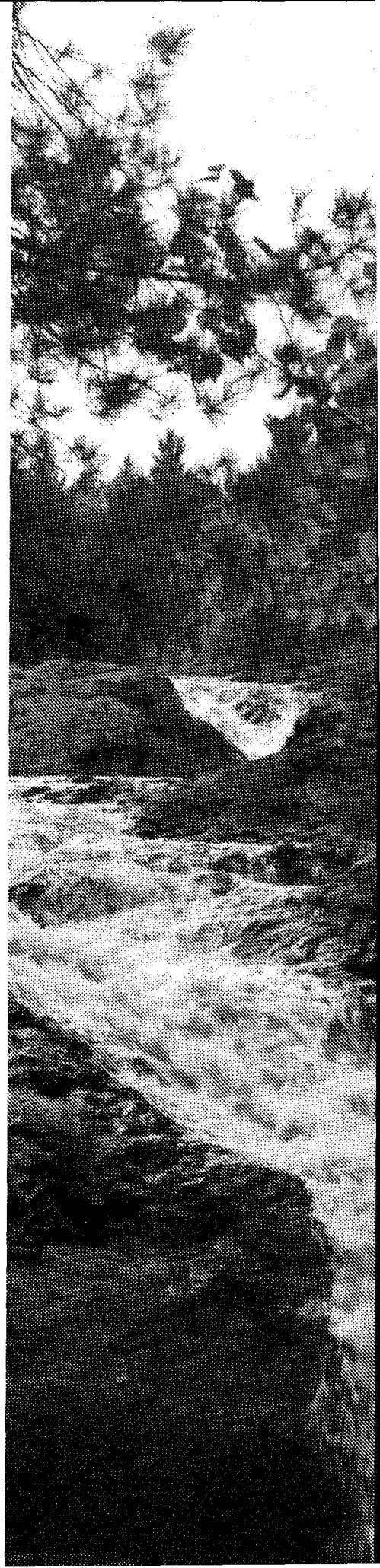
The Test Program

A program was implemented to revitalize park attendance. NCR entered into a test program with another area company which allowed their employees and family members to participate in park activities. The test program consisted of the member company providing NCR with a certificate of insurance, a letter of request indicating their interest in making Old River available to their employees and a guarantee that at least 20 percent of the company's employees would participate in the program at a nominal cost. Each member company was also required to provide a certificate of insurance that showed they had \$1 million liability coverage. The certificate also stated that the policy was primary in the event of a claim or loss, and that NCR was named as an additional insured. After the one year test program which proved beneficial to both companies, NCR opened its facility to allow other companies to make Old River available to their employees.

Today's Program

The program developed into an agreement between NCR and the user company with a membership fee structure. Over the years, the program has been changed, revised, added to and deleted from; all of which were corrective measures designed to build a more favorable relationship between NCR, the member companies and their employees. In 1993 Old River Park signed agreements with 67 local companies which has resulted in an additional 6,421 employees and family members using the facility. In addition, the members are entitled to bring in guests which further enhanced the park's use.

The membership program now consists of a two-page agreement which spells out the terms and conditions of the program. The membership cost is a minimum of \$250, or \$49.79 (includes sales tax) per membership application, whichever is greater. Members receive a 25 percent discount if the company signs the agreement, pays the \$250 minimum fee, and submits a letter indicating their



interest in making Old River available to their employees prior to April 1. NCR then provides the member company with membership applications and brochures for all their employees.

After the employee completes the application, it is returned to a central location within the member company where a member of management verifies that it is valid. The applications are then forwarded to NCR for processing.

Membership cards are prepared by NCR's Recreation Department and returned to the member company for distribution to their employees and family members. Membership cards are not provided for children under six years of age.

Liability Precautions

The membership agreement also spells out how liability responsibilities are handled and shared. The companies agree to indemnify, defend, and hold harmless one another against any claims from their respective employees, family members and guests for bodily injury or property damage or loss while on the premises of NCR's Old River Park (including adjacent parking lots) or occasioned by the use of the park or its condition. So that the member company is further protected from the possibility of loss and NCR is assured that the member company has the correct insurance policies in place, NCR purchases a \$1 million policy for the member company. The policy is in the name of the member company and states that the policy is primary in the event of a claim or loss

and that NCR is named as an additional insured. The premium for the policy and the \$1,000 deductible is included in the membership cost.

To further protect NCR and its member companies, the agreement contains an "out" clause which states that in the event it is necessary to bar a substantial number of the member companies' employees, family members and/or guests for infraction of park rules, the agreement may be terminated effective immediately.

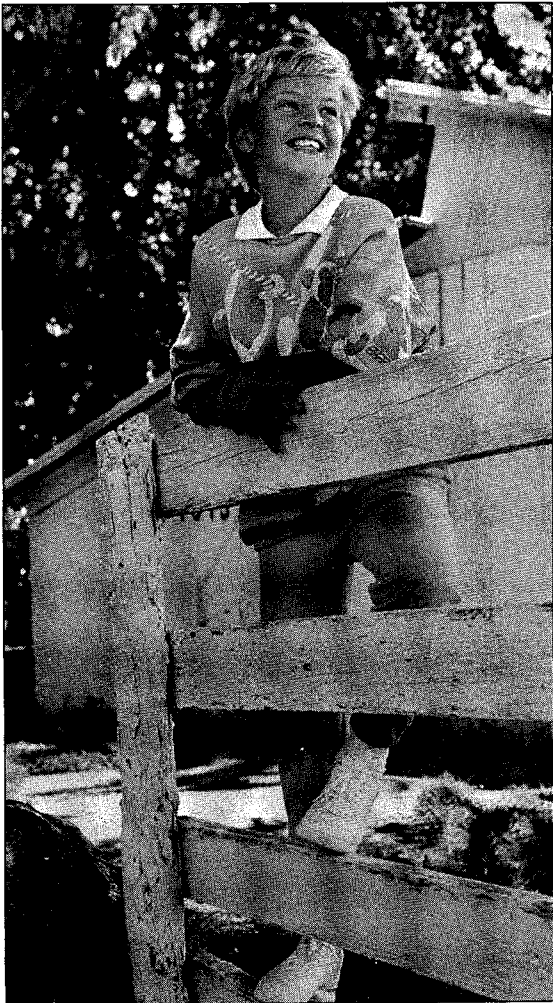
Serving the Customers

Once a person is a card holding member of the park, they are treated the same as an NCR employee. There is no differentiation once they are in the park. The card also entitles the member to bring in up to 15 guests per day which is useful for members wishing to hold a family reunion. For example, a family of four card

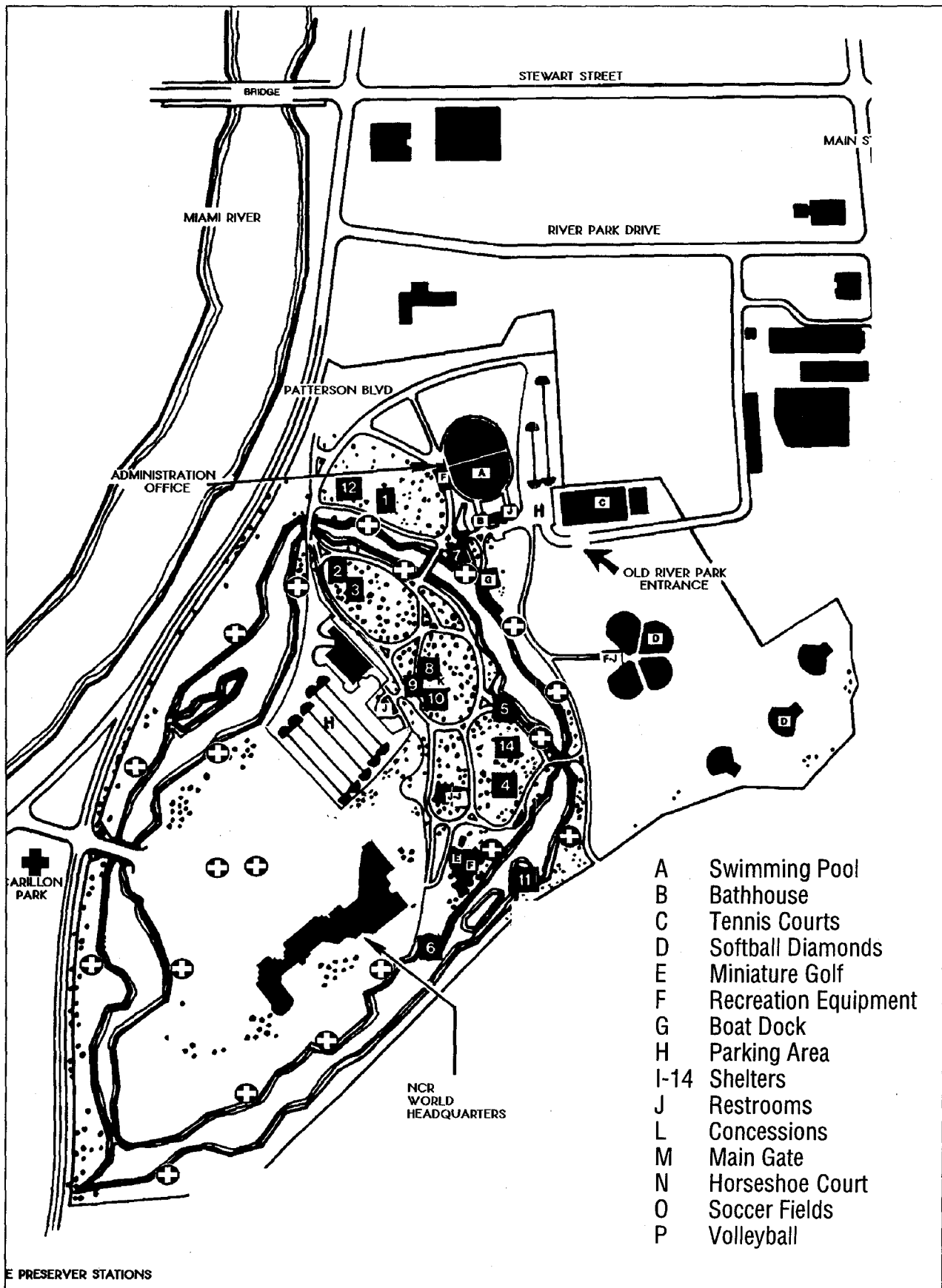
holders can bring up to 60 people to the park that day. However, the guests are subject to a \$1.50 fee at the gate and they must be with the member when entering the park. There are also some activities in the park, such as swimming in the park's pool, boating on the 22 acre lagoon and miniature golf which all members and guests are required to pay a usage fee. The park provides shelter areas, grills, tennis, basketball, horse-shoes, picnic tables, sand volleyball courts and concerts on Saturdays and Sundays, softball, soccer, shuffleboard, badminton, giant chess and checkers, video arcade room, and more. Swimming and tennis lessons, in addition to lifeguard training, are taught in the park.

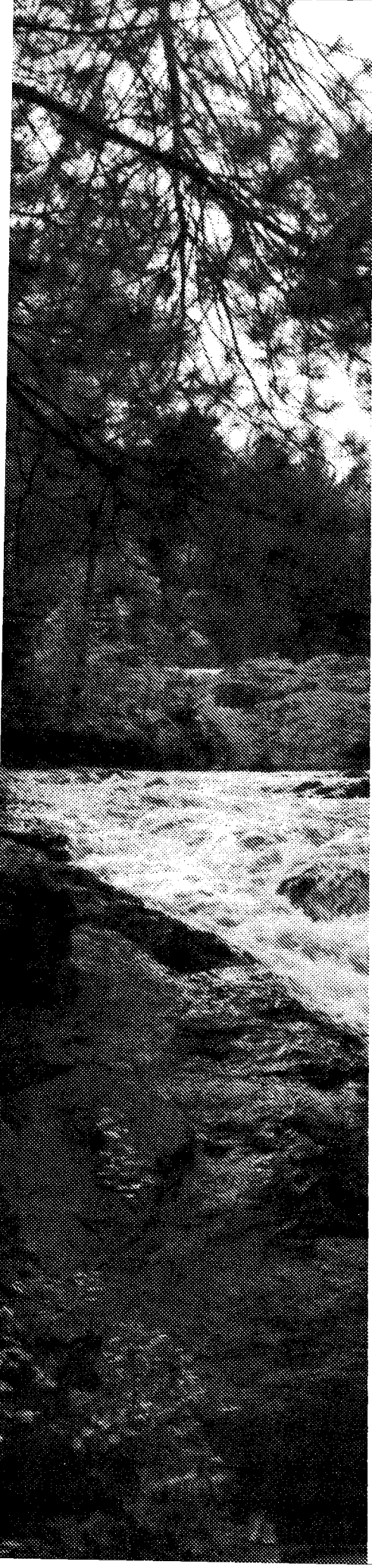
The membership cards NCR issues are the size of a credit card. Old River's logo, the card holder's name and signature, and the sponsoring employee's name are printed on the front. The park's rules and regulations are on the back so that members can refer to them at any time. In addition, the card has the member's age, if under 15, (persons must be 16 years of age or older to rent a boat), and a special code that enables the park's management staff to identify the member company in the event there is an infraction of park rules or any emergency. If a member breaks one of the park's rules, Old River management may take their membership card and escort them from the park. The membership card along with a report stating why the card was taken is then sent to the member company's contact person. They are then required to discuss the situation with the member and return the card to him/her if they wish. If Old River management has to take someone's card a second time, the card can be revoked for the remainder of the season.

The park also provides full service catering and special event coordination for company, family, and special interest group picnics. Providing tents, tables, chairs, sound systems, entertainment, games, athletic programming and support personnel enables the park to cus-



OLD RIVER






The park provides shelter areas, grills, tennis, basketball, horseshoes, picnic tables, sand volleyball courts, concerts on Saturdays and Sundays, softball, soccer, shuffleboard, badminton, giant chess and checkers, a video arcade room, and more. Swimming and tennis lessons, in addition to lifeguard training, are taught in the park.

tom design each group's event. At times the park may have several special events and/or company picnics in the park on the same day with groups ranging in size from 30 to 15,000 people. Member company picnics for the season are scheduled during the first two weeks in April which allows them to reserve the date of their choice. Starting the third week in April, departmental outings, special interest group picnics and nonmember company picnics and special events are scheduled.

How to Extend Your Park's Usage

The membership program has filled Old River Park with delighted customers again and the income generated has allowed for many improvements to be made to the park in addition to helping offset normal operating costs. If you would like to implement a program for extending the use of your recreation facility beyond your employee population, we recommend that you first discuss it with your insurance representative and an attorney. They can help you protect the interest of your company and facility by identifying any legal and liability issues. From there an agreement can be formulated that will be acceptable for both you and the member company.

Next, identify your target market and marketing strategies. Your local Chamber of Commerce publishes a listing of

their member companies each year. These listings usually provide the company's name, address, phone, number of employees and a contact person. Start with companies that have a thousand or more employees. Send them a brief letter describing your park membership program, a copy of your agreement, an activity schedule, park brochure, and an invitation to meet with you for a more formal presentation and tour of the park facility. The meetings or formal presentations can be made with several company representatives in attendance. It allows them to share ideas, information, and questions. If you have not heard back from the company representatives within a week, place a follow-up call to them. Offer to answer any additional questions that they may have and let them know you are there to help them with whatever they need to implement the program. After you've contacted all of the companies with a thousand or more employees, target the companies in your area with 750-1,000 employees. Then move on to the next smaller group of companies until you achieve your objective. 

If you would like to know more about NCR's program for extending the use of its facility beyond its employee population, contact Ray Faustman, manager, Recreation/Custodial Services, NCR, at (513) 445-1431 or write to NCR, Recreation, PCD/1, Dayton, OH 45479-0001.

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Maintaining Accountability in Your Store's Operations

by Ann Sobanski

“**A**ccountability” is probably the most important element contributing to the success of an employee store operation. When developing a plan for an operating statement report, it is important to involve your Accounting Department. They can assist in designing forms and procedures.

At Household International, Prospect Heights, IL, the accounting procedure begins with each sale rung into the register. The register is programmed to accumulate sales by type of merchandise and markup percentage. At the end of each day a summary register tape is printed to be used in preparing daily accounting statistics. (See Table I) The statistics include a tabulation of daily receipts broken down by cash, checks, the cash held

Table I

Cash Register Receipts			
	Cashier #1	Cashier #2	Total
1. Cash Drawer End of Day	_____	_____	_____
2. Lottery Payouts and Gift Certificates Redeemed	_____	_____	_____
3. Total Cash Drawer (Add line 1 to line 2)	_____	_____	_____
4. Cash Drawer Beginning of Day	_____	_____	_____
5. Total Receipts (Subtract line 4 from line 3)	_____	_____	_____
6. Cash Register Tape	_____	_____	_____
7. Cash Over (Short) (Subtract line 6 from line 5 line 5 > 6 = overage line 6 > 5 = shortage)	_____	_____	_____
8. Bank Deposit	_____	_____	_____
9. Cash Drawer End of Day (Subtract line 8 from line 1 this will be the next day's cash drawer at the beginning of the day)	_____	_____	_____

for the start of the next day and the monies to be deposited in the bank. The daily accounting procedure is designed to highlight any over or under cash conditions and is a reporting tool for our Accounting Department. They process monthly journal entries to a general ledger file using the information prepared daily by the employee store personnel.


Records of sales, by merchandise sold, are entered and accumulated and year-to-date and monthly statistics are reported on the monthly operating statement. These general ledger entries are also used to reduce the general ledger inventory file. The general ledger inventory file is used with the annual physical inventory to determine if a balanced condition exists between the inventory file and the physical count of merchandise.

When the monthly operating statement is prepared, it reflects summary totals, year-to-date and monthly, actual expenses, original budget plan statistics, and a comparison of the difference between actual and original plan.

The operating statement also provides detailed information of monthly expenses and sales volume information by merchandise sold. As previously stated, the information reported is categorized by expense and merchandise sold within the following areas:

- Salaries
- Travel Expenses
- Membership and Meeting Dues
- Postage and Freight
- Forms and Supplies
- Telephone
- Equipment Replacement and Maintenance
- Sales
- Cost of Sales
- Depreciation
- Total of the Above Categories
- Allocation Figures
- Total Operating Expense
- Grand Total of Either Profit or Loss

The operating statement is reviewed monthly to assure the validity of the journal entries made to the general ledger file and quarterly to determine if the mix of merchandise should be changed to increase sales volume. It is also reviewed to determine if the original operating budget is being met or if revisions are needed. Our mission with the store operation is to provide quality service and quality merchandise at a lower than retail

price to our employees and provide excellent accountability to our management. At Household International, we have been very successful in servicing our customers' needs and being accountable to our management. 

Ann Sobanski is assistant vice president, Employee Services, at Household International in Prospect Heights, Illinois. Sobanski also serves on NESRA's Board of Directors as National Director of the Midwest Region.

Get Certified!

Are you a volunteer who has total responsibility for employee program management or are you a full-time employee services manager? If so, receive the recognition you deserve! Become a Recognized Volunteer Employee Services and Recreation Administrator—a RVESRA or a Certified Employee Services and Recreation Administrator—CESRA.

For more information, complete the form below.

- ☐ I perform employee services and recreation responsibilities on a volunteer basis. Please send me information on NESRA's Recognized Volunteer Employee Services and Recreation Administrator program.
- ☐ I am a full-time employee services and recreation manager. Please send me information on NESRA's Certified Employee Services and Recreation Administrator program.

Name _____

Company _____

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Send to: NESRA, 2211 York Rd., Suite 207, Oak Brook, IL 60521-2371, (708) 368-1280, Fax: (708) 368-1286

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Ken Cammarata

Director of Member Services

Hours: 7:30 a.m. - 5:00 p.m. CST M-F

NESRA Field Office

18530 Dancy Street

Rowland Heights, CA 91748

(818) 913-4014

Phyllis Smith

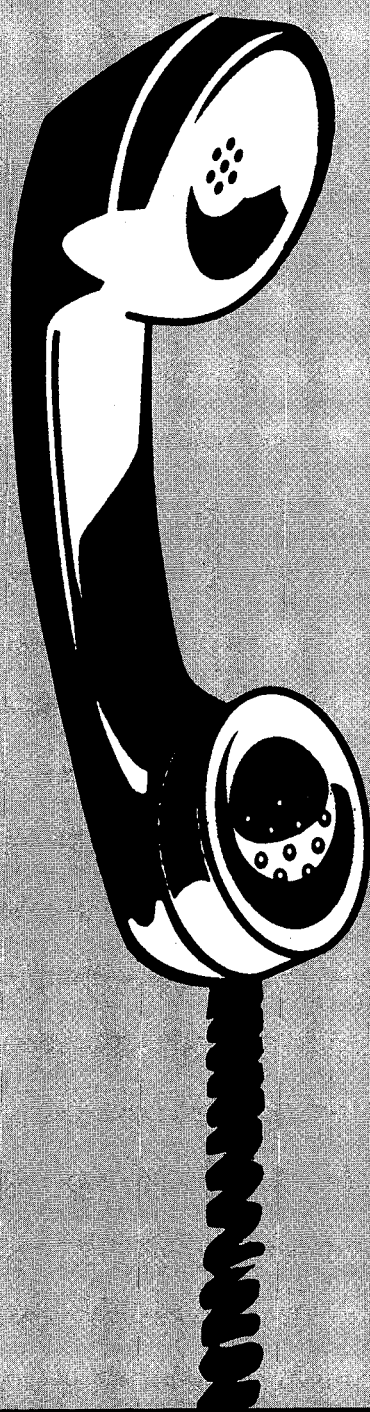
Field Office Manager

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- Certification Applications
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- NESRA Education and Research Foundation Brochures
- Brochures on How to Start A Program
- Job Bank USA Applications
- NESRA Video
- Peer Consultation
- Much, much more!



Health Stars in Action

Finally—an effective and realistic corporate exercise program designed to attract employees who want to lose weight and get into condition, yet feel too intimidated to come to your fitness center.

After years of being involved with corporate fitness programs, one fact stands out to health professionals: The people who work out in a fitness center are the 15-20 percent of the population that would probably work out even if we were not there. The problem is that 70-75 percent of the population are sedentary, out-of-condition, and/or overweight, yet we can't get them in to exercise. This is very frustrating to all health professionals since the basis of our education and training is centered around helping those people.

I began talking to all kinds of people to find out why they didn't come in and use our facility. Their answers can be summarized into four categories:

- 1.** They think that the fitness center participants are all young and in shape and therefore they feel too intimidated to show their bodies around these people.
- 2.** They don't have the right clothes and they feel you must wear the latest workout fashion to "fit in."
- 3.** They are not familiar with the equipment and don't know where to begin.
- 4.** They feel that regular aerobic classes are too hard—even those that are considered "beginning."

Keeping these thoughts in mind, I now had the foundation on which to build a new program. A program in which it was very important that the image (of only the fashionable, young, and in shape employee exercising in the fitness center) had to go!

Objectives

I decided to create a program called "Health Stars in Action" that would target the out-of-condition and/or overweight individuals. The program is structured with a nonthreatening controlled environment and is advertised with that theme. The promotion states that participants should not worry about the latest fashion, but grab some comfortable loose-fitting clothes, tennis shoes and "come on down."

In addition to the above considerations, I established a few other objectives:

- 1.** To meet with each participant in a private one-on-one consultation and design a personal health program based on an individual health/fitness assessment.
- 2.** To provide attention to each participant. Class size is limited to 20 participants.
- 3.** To develop a merit program which would reward people as they progressed.
- 4.** To have two instructors that teach the program, one male and one female. Both have Bachelor's Degrees in exercise science and are certified by the American College of Sports Medicine. They attend each class and give support and encourage participants during the group exercises and on the exercise machines.

by Kim McGehee



Suzy Greer got into that first size 8 by losing 50 pounds after joining Health Stars.

▼
I decided to
break it into
two phases;
"one to get
'em going,
and one to
keep 'em
growing."

5. To educate the participants on disease and prevention.

When it came time to put it all together, I decided to break it into two phases; "one to get 'em going, and one to keep 'em growing." Phase I consists of an initial health assessment, then 30 formal exercise classes (3 per week for 10 weeks), and then a follow-up health assessment. Phase II is more of the same, except the program is a little bit more free form, with organized classes only twice a week, and the students come in once a week on their own.

Phase I

In the initial health assessment, each participants' medical history and current physical condition is reviewed to evaluate them for risk of coronary heart disease. A training plan is then established, so that each participant will know exactly what s/he will be doing when classes begin. Then the 'Gold Stars' incentive is ex-

plained: Each participant is encouraged to win a gold star in each of the four categories of flexibility, strength, cardiovascular fitness, and body fat percent.

Class members are tested every 12 weeks and when they reach the levels of average and above average, they receive a bronze or silver star, respectively. When they reach the "excellent" level, they are awarded the gold star. The testing norms are based on gender and age, so the participants are not in competition with each other. As soon as they get all four gold stars, s/he is awarded a warm-up jacket and recognized in the company paper. Their picture and name is also placed on a plaque displayed in the Fitness Center.

Each class begins with a five-minute lecture over a specific health topic and 15 minutes of warm-up exercises. Then each of the participants follows their personal exercise plan. A typical routine might be 20 minutes of aerobic exercise (bike, treadmill, stair climber or walking outside) and finally a five minute cool down. Resting blood pressures are taken every Monday.

During Phase I, the instructors make a special effort to get to know and encourage the participants. They also create games and activities which introduce classmates to each other. This establishes friendships which further motivate people to keep coming and working out. But to make it even more exciting, an attendance incentive is also provided. Also, should an individual miss three classes, the instructors will make a "miss you" call. I feel that this kind of personal attention is very important to the success of the program.

Phase II

After Phase I, participants may enter Phase II. Phase II is an ongoing program and they can continue to earn stars in the four categories every 12 weeks. While some members stay in class, others choose to work out independently. The main goal of Health Stars in Action is to teach class members lifestyle changes so they can incorporate them into their daily routine and continue these positive behaviors for the rest of their lives.

Results

The first Health Stars in Action program started in January, 1992 and it's been one of our most successful Fitness Center programs! Employees who have high blood pressure, are overweight, or are out-of-condition are participating. For exam-

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*Thanks you
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ALBUM program has been terrific.

Many of you apparently agree
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LASTING AND UNFORGETTABLE.

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ple, one lady got into her first size 8 by losing 50 pounds. When she started, she went to class three days a week, staying after class to work out on the treadmill for 30 minutes. She credits Health Stars instructors with encouraging her to stick with the exercise and healthy diet. She stated that they show so much care that she hates to miss because of them.

Results of the spring 10-week session showed that:

- 70 percent of the class lowered their blood pressure
- 80 percent increased their flexibility
- 85 percent improved their muscular endurance, particularly abdominal muscles.
- 60 percent improved cardiovascular fitness
- 50 percent improved muscle/fat ratio.

It's exciting to see that the promotion is attracting the types of people we intended to reach!

At the end of each phase, each class member completes a questionnaire which helps us to stay in tune with participants and their needs. A suggestion box is available to participants throughout

the course. Also, the instructors continually seek out suggestions from the participants as they advance through the program.

Even though this type of program requires time and effort for staff members, the results are well worth it. This has been one of the most successful and rewarding programs I have ever been involved in. It seems that the rewards of our profession are realized when a participant thanks you for taking the time to care about their health and well being.



Kim McGehee, M.S., is senior manager, Healthworks at Blue Cross and Blue Shield of Texas, Inc. in Richardson, Texas.

▼
**This has
been one of
the most
successful
and reward-
ing programs
I have
ever been
involved in.**

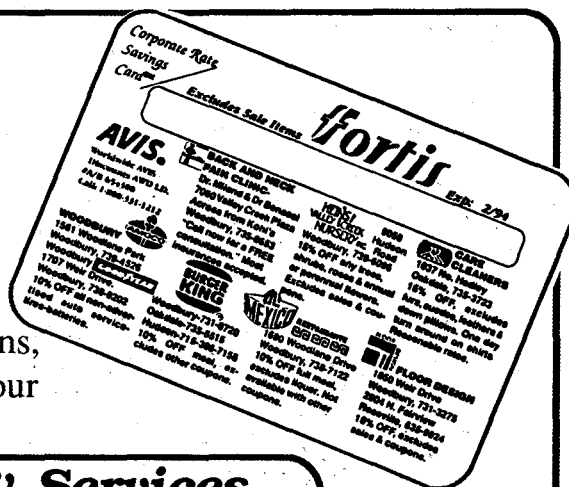


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▼ Moscow Ballet Offers Discounts

Commemorating Tchaikovsky's 100th anniversary, The Moscow Ballet with Stars from the Bolshoi, under the artistic direction of Stanislav Vlasov presents its new, "Nutcracker" on a tour of Reading, PA (November 20-21), Washington, D.C. (November 26-28), Baltimore, MD (December 1-5), New Haven, CT (December 8-12), Charleston, WV, (December 14-15), Syracuse, NY, (December 8-12), Ft. Lauderdale, FL, (December 21-26) and Orlando, FL (December 30-January 2, 1994).

The "Nutcracker" will feature prima ballerina Lilia Sabitova, (Gold Medalist Moscow competition), who starred with the Bolshoi on many of its tours.

Vlasov's "Nutcracker" is inspired by the original production created by Vianonen for the Kirov Ballet. This production expanded the adult roles, creating a more challenging ballerina role that extended over two acts. Oleg Averyanov, director of the St. Petersburg Palace of the Arts will create an exciting new set for Vlasov's Nutcracker. His revolutionary design features a "set within a set," floating backdrops which move and change with a cinematic rhythm, creating nine dramatic visual images.

To receive discount ticket information and information on an overall discount package including 10-50 percent off at Moscow Ballet's in-theatre Gift Boutique and discounts on shopping and restaurants, call S.M.I., Inc., 150 North St. Pittsfield, MA 01201, (413) 499-1733.

▼ Videotape Addresses Casual Attire

Premier Presentation has a videotape, "Business Casual," to train companies in creating guidelines for dressing casually in the workplace. The 20-minute videotape presents four typical company environments or corporate cultures and provides clothing guidelines for each. The "Business Video" videotape comes with a leader's guide and workbook.

Premier Presentation is a Minneapolis-based training company which develops videotapes and seminars for corporate and organizational use.

For more information, contact Premier Presentation, (612) 935-3446. 8800 Hwy. 7, Suite 315, Minneapolis, MN 55426.

▼ Programs Teach Environmental Responsibility

A handbook for youth programs, *Easy Green*, shows how to adopt earth-friendly operating procedures simply and cheaply by transforming the changeover into hands-on education for kids.

Easy Green is specifically designed for day and resident camps, after-school programs and other recreation programs for youth. This resource for saving the environment merges information for the operations and program-

ming staff into one handbook. Readers will learn about saving energy and water, reusing and recycling materials traditionally thrown away, controlling the use of toxic and hazardous materials, and building a composting program.

The handbook is full of pull-out, photocopiable worksheets that are helpful for figuring costs, checking water and energy use, and planning environmental upgrades.

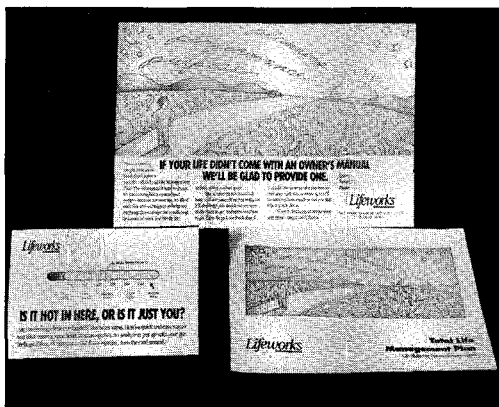
For more information, contact American Camping Association, Bradford Woods, 5000 State Road 67 N, Martinsville, IN 46151-7902, (317) 342-8456.

▼ Health Reform for Computers

Healthdesk Corporation's computer software program, serves as a single, centralized resource for personal and family health management and education. It combines medical records, health data tracking, and health education. Colorful graphics, animations, and an interactive, Windows-based interface make using Healthdesk easy.

The program organizes record keeping into convenient categories, including Personal Conditions, Family Conditions, Testing, Medications, Symptoms and more.

For more information, contact Healthdesk Corporation, 1801 Fifth Street, Berkeley, CA 94710, (800) 578-5767, (510) 843-8110.



▼ Increase Your Personal Performance

A Lifeworks International workbook, *Total Life Management* program, gives employees and employers a mechanism for dealing with all the pressures and challenges of the do-more, do-it-better, do-it-faster workplace while protecting high performance. The foundation of the program is the three Ps of effective self-management: Purpose (Values, Culture, Life Satisfaction), Performance (Work Performance, Stress Issues, Managing your Attitude), and Planning (Creating Your Total Life Management Plan, Practice).

For more information, contact Lifeworks International, 1925 College Avenue, Stevens Point, WI 54481, (715) 342-0542.

▼ Reduce Accident Costs

The Bureau of Business Practice has a product, Safety Pays "F", to help companies reduce costly insurance and workers' compensation claims by educating employees to make safe and healthy choices on and off the job.

Safety Pays "F" is a multimedia training program that features video presentations and supporting information for holding safety meetings on the following topics: working safely with machinery, preventing hearing loss, causes and care of acute back pain, safety signs, burn emergencies: prevention and response, myths about PPE, walkway safety, foot protection, job safety checklist, emergency evacuation procedures for safety, medication and safety and watch out for assault: staying safe and secure.

For more information, contact Bureau of Business Practice, 24 Rope Ferry Road, Waterford, CT 06386, (800) 243-0876, ext. 520.

▼ New Scheduling Software

To ease the frustrations of hours of scheduling tournaments or leagues, GSA Computer Services introduces two new Windows application programs. "WIN: Team League Scheduler" is a comprehensive scheduling and standings program that also gives the user the ability to define points, report layouts and time slots. Other features include a financial manager, officials database, location selection, and many more.

"WIN: Team Tournament Scheduler" is a basic program that allows the user to schedule multi-category weekend tournaments. It will schedule either double elimination or round robin or a combination of both, depending on how the user sets it up. Features include a financial manager, mail list database for team contacts, and integrated field selection. A category listing can default to Slo-Pitch Ontario standards or user can completely define their own.

For more information, contact GSA Computer Services, 45 Hannover Drive, Unit 6, St. Catharines, Ontario, Canada L2W 1A3, (416) 641-0535.

▼ Cardiac Event Recorder

HeartWatch from Instromedix incorporates cardiac event monitoring technology and doubles as a digital wristwatch so it can be worn for days, weeks or even months. Whenever and wherever

symptoms occur, the wearer presses a button and rests a hand on the HeartWatch event recorder. It captures and stores a 30-second Lead I ECG. The ECG can be transmitted over the phone to a hospital or doctor's office.

For more information, contact Instromedix, 7431 Northeast Evergreen Parkway, Hillsboro, OR 97124-5898, (800) 633-3361, (503) 681-9000.

▼ Secrets of Successful Speakers

The book, *Secrets of Successful Speakers*, reveals 11 steps that lead to compelling presentations. The author, Lilly Walters explains every facet of effective public speaking and gives helpful hints and cites many amusing anecdotes from highly regarded speakers.

The book tells how to conquer stage fright, describes how to customize talks for different audiences (by analyzing and responding to their needs, desires, and listening modes), shows how to develop a theme and organize material succinctly, and explains how to use one's personality, voice, and clothes to project a professional image on the platform.

It also demonstrates how to motivate audiences to change their actions and their attitudes; reports on how to deal smoothly with problems or pitfalls (such as hecklers or faulty audiovisual equip-



NESRA's 1994 Buyer's Guide & Services Directory

will be published in the next issue of ESM!

*Look for products and services available
in these categories:*

- **Awards/Recognition Gifts**
- **Family Entertainment/Attractions**
- **Fitness Equipment/Facilities/Services**
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- **Travel**
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
ment); and discusses how to use humor, eye contact, and empathy to involve listeners in a presentation.

For more information, contact McGraw-Hill, Inc., Professional Book Group, 11 West 19th Street, New York, NY 10011, (212) 337-5945, (212) 337-5951.

▼ **Muppets in the Meeting Room**

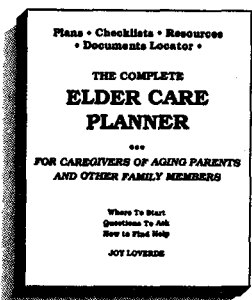
In "Muppet Breaking Point" and "Muppet Mayhem," two new collections of Muppet Meeting Films™ produced by Jim Henson Productions and distributed by Video Arts, Inc., the ever-popular muppets mix a strong dose of humor with truthful insights on the business world to liven up a serious business meeting.

The Muppet Meeting Films are short one- to four-minute corporate videos designed to keep the mood of meetings upbeat and positive. Each collection includes three different segments created expressly for business audiences, all poking fun at the frustrations, situations and stereotypical personalities of corporate culture.

For more information, contact Video Arts Inc., 8614 W. Catalpa Ave., Chicago, IL 60656-1160, (312) 693-0500, (800) 553-0091. 

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Provide Employees with The Complete Elder Care Planner

"Employers are beginning to understand that they incur elder care related costs in terms of lost work time, impaired productivity, unplanned absences, higher use of health benefits, and employee turnover rates."

—Patrick Stinson, NESRA Executive Director

Protect the future of your organization. *The Complete Elder Care Planner: For Caregivers of Aging Parents and Other Family Members* by Joy Loverde, offers clear, direct, immediate solutions to employee caregiver problems ranging from time-saving plans, checklists, documents locator to tips on where to get the latest information. *The Complete Elder Care Planner* is ideal for distribution to employees as the elder care resource. The planner includes these timely chapters:

- How to Tell if Your Elder Needs Help
- Getting Help
- Taking Care of You
- If Elder is Hospitalized
- Ready Cash
- Health & Wellness
- Housing
- Long-Distance Assistance
- Elders & Driving
- Estate Planning
- Insurance for a Longer Life
- Documents Locator
- Managing Medications
- Quality of Life
- Caregiving Questions to Ask

The Complete Elder Care Planner —\$19.95

192 pages, 8 1/2 x 11", Softcover, Large type, Index

Quantity	Discount	Cost Per Copy
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
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fax order to: (708) 368-1286.

▼
**Delegating
responsi-
bilities eases
a bit of my
tension.**

At work, I try to make the most of volunteers who offer their time and talents to enhance employee activities. They enjoy being involved in festive planning, and delegating responsibilities to them eases a bit of my tension. At home, holiday baking has always been stressful for me, yet I find that the holidays would not be complete without those special goodies. As my daughters became comfortable in the kitchen, I delegated the baking to them—now the only stress I face is the mess in the kitchen when I get home from work.

It really all boils down to the true meaning of the holidays—family time together, and a reflection of the reason for the season. Regardless of the pressure level, I always reserve time for family traditions. As I hear the music of the season, the stress seems to vanish and the beauty of the season prevails.

When you're juggling family responsibilities, your employee holiday activities, other job responsibilities and all the other tasks the holiday season brings, remember to make time for yourself and your family. These activities interwoven with your other responsibilities can keep you from getting burned out during this busy season. 

Beverly Weiss, CESRA, is manager, Compensation and Benefits at Botsford General Hospital in Farmington Hills, Michigan. Weiss also serves on NESRA's Board of Directors as Vice President, Research.

Plan now to attend
NESRA's
53rd Annual Conference and Exhibit
May 4-8, 1994
at the
Hyatt Regency Hill Country
San Antonio, Texas

See page 23 of this magazine for budget information!

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The Holidays Are Hectic But Keep Your Spirits Up!

by Beverly Weiss, CESRA
NESRA Vice President of Research



▼
**Here's some
advice on
how to get
through the
holiday
crunch.**

Holiday time is a hectic time, regardless of your profession, but next to being Santa or Mrs. Claus, I think those working in employee services and recreation carry a big responsibility for "creating" holiday magic.

My position with Botsford General Hospital is that of a multi-hatter—I handle compensation, benefits and employee activities for our employees. The approach of year-end means many things to me professionally; development and implementation of the wage and salary structure for the coming year, implementation of the new flexible benefits for a January 1st effective date, and all the hustle and bustle of holiday activities for our employees and volunteers.

Mixing the serious with the fun is challenging, and I find that I am on a "holiday high" beginning September 1st and ending January 1st. Careful planning, teamwork and being sure that I plan a reward for myself at the completion of each task is my insurance that my spirits stay up while at work. Juggling a combination of holiday parties at work, holiday gifts for our 2,100 employees, the Salvation Army's "Adopt-A-Family" program for 40 families, our letters from Santa for over 1,000 youngsters, our holiday door decorating contest, and other holiday activities that find their way to my desk, I find that I have become skilled at managing multiple tasks at one time—as most of us are. And the old saying that you always give the busiest person the new task because they find an efficient way to accomplish it seems to hold true not only in our profession, but in our personal lives as well.

I remind myself daily during the last four months of the year that a happy mix between work and family is important, perhaps even imperative—at least it is for me! With a husband who places tremendous importance on family and tradition, and three daughters (ages 14, 16

and 22) who mirror their dad's belief about family and tradition, my biggest responsibility is to my family. While it would be easy to let the little things that mean a lot slip by when the pace quickens, I believe that our family time together should be special, and should set the pattern for our daughters as they go on with their lives and establish their own families.

Tradition is very important to me. There are certain little things that I do for others, for myself, and for my family that make me feel good about myself and about the holidays. Every year I pull out a challenging holiday puzzle. We always set up a spot, begin the puzzle, and when I feel stressed, I grab one of the kids or my husband and we pause long enough to sit down together and fit in a few more puzzle pieces. It is a great conversation piece and a way to relax and reflect on the last year and the last time we did this puzzle together.

Relaxation time is almost nonexistent beginning with Thanksgiving, but I find it important to include in my schedule those things that I find relaxing. My sewing machine is my "escape" and I can readily justify an hour a day at the machine if I use that time to create a holiday gift for a friend or my family. I can relax, produce a gift for someone on my list, and at the same time be creative. And it feels great when someone appreciates the gift made "specially" for them.

To keep myself organized, I survive on lists—shopping lists, and "To Do" lists. But, I always make sure that intermittently on my list is a "self-reward." When I accomplish just so many of the "to dos," I build in a reward, even if it is only 10 minutes with a sugar cookie and a Pepsi, the stereo on and time set aside for the next chapter in a good book, or meeting a friend for lunch at my favorite restaurant. It is during these few "self-reward" minutes that my spirits are refreshed, lifted and I'm ready for the next challenge on my list!

Continued on page 34

A Commitment to Excellence in Employee Services and Recreation

The NESRA Education & Research Foundation

Founded over 25 years ago, the National Employee Services and Recreation Association (NESRA) Education and Research Foundation, a 501(c)(3) nonprofit organization, is the research arm of NESRA. It was created to equip the employee services and recreation manager or leader with the bottom-line data needed to support employee services and recreation programming.

Current Foundation projects include:

- Funding biannual field surveys delivering data on salaries, budgets and programming trends;
- Reviewing candidates wishing to conduct research which will supply data to members;
- Funding the publishing of a four-book series of texts concentrating on various subjects in employee services.

Contribute to the NESRA Education and Research Foundation and you will contribute to the expansion of the employee services and recreation field.

☐ Yes! I'd like to send a tax-deductible donation to the NESRA Education and Research Foundation! My donation is for the following amount:

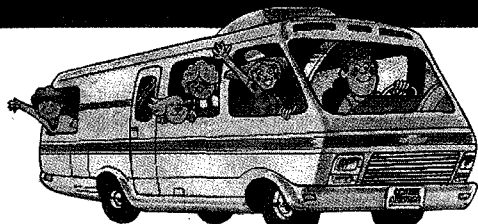
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My organization is involved in a corporate gift-matching program: ☐ yes ☐ no ☐ I'm not sure.

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Thank you

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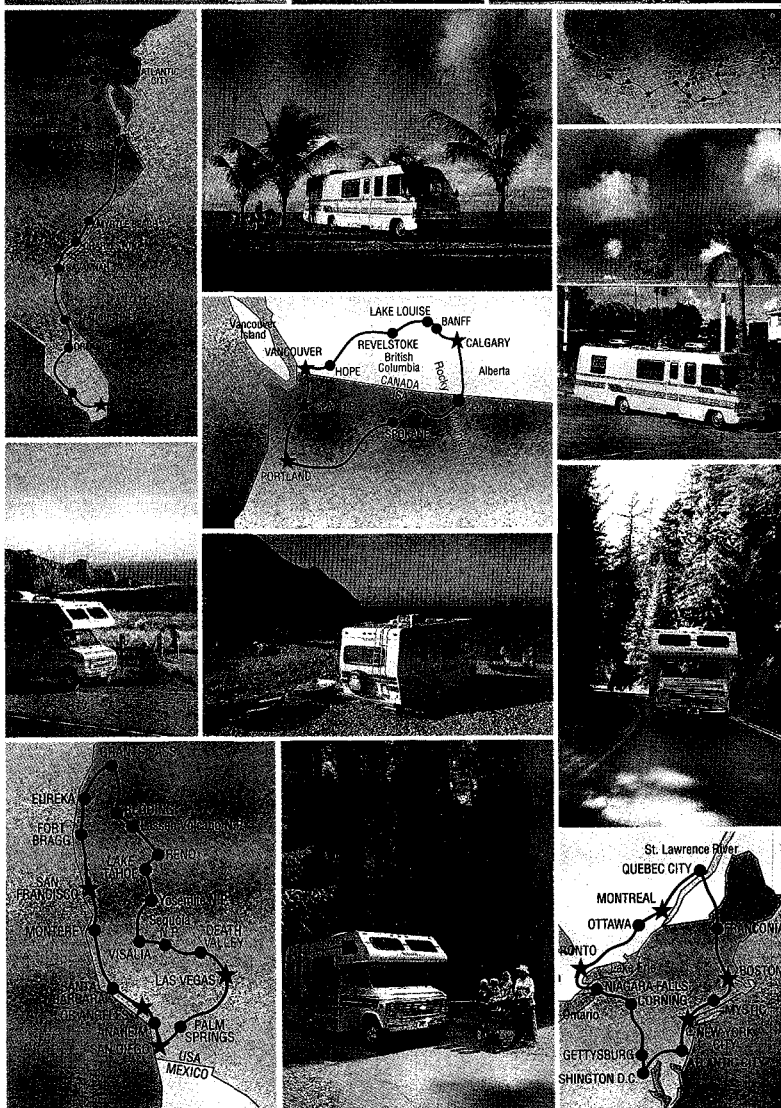
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Employee Services

MANAGEMENT

Journal of Employee Recreation Health & Education December/January 1993-94

NESRA's 1994 Bayer's Guide & Services Directory



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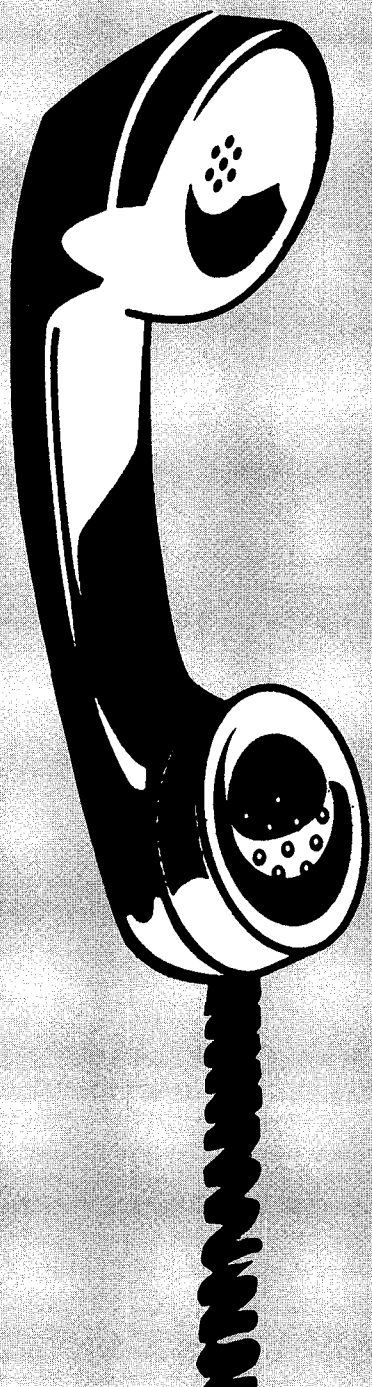
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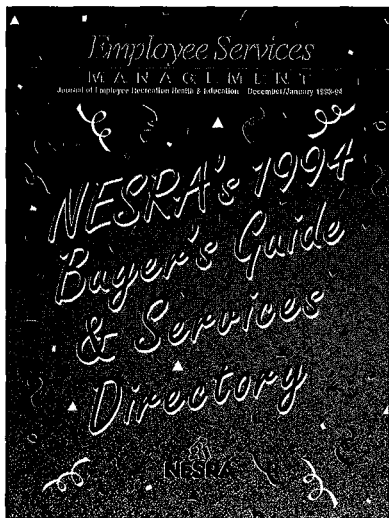
The following materials and services are available free upon request:

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- Exhibitor Contracts
- NESRA Education and Research Foundation Brochures
- Brochures on How to Start A Program
- Job Bank USA Applications
- NESRA Video
- Peer Consultation
- Much, much more!



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by Cynthia M. Helson
NESRA Director of Communications



▼
**NESRA's
Annual Conference &
Exhibit gives
you a chance
to sharpen
your skills
and keep
abreast of
the latest
trends.**

Employees continue to look to you for new programs, more services and new discounts. You're discovering that administering employee services and recreation programs means taking on more responsibility in expanding areas.

For these reasons and the ever-present need to stay marketable in the workplace, you need to stay abreast of the latest trends in your field, to sharpen your skills and to continue your education.

These are all solid reasons for you to plan now to attend NESRA's 53rd Annual Conference and Exhibit, May 4-8, 1994 at the Hyatt Regency Hill Country Resort in San Antonio, Texas.

The conference program (on page 22) includes a number of concurrent sessions addressing your daily concerns. You'll find sessions on surviving downsizing, dealing with special interest groups, managing work/family issues and innovative revenue generating ideas. Because attracting volunteers and negotiating catering is often part of your responsibility, you will have opportunities to learn new techniques in these areas as well.

We also recognize that the success of your programs hinges on communication between you and your employees. With this in mind, we've added sessions on creating powerful promotional materials, marketing and promoting to seniors, and surveying your employees' interests.

Those of you who would like to focus on running a NESRA Chapter, managing an employee store and implementing a fitness/health program can attend session tracks on these topics. The Chapter Track will offer sessions on how to market your chapter, leadership development, planning a one-day conference and much more. The employee store track will offer instructions on starting a catalog/mail order program, meeting ADA requirements, loss prevention and other topics to improve your store. The Fitness/

Health Track will help you rejuvenate your wellness program, design and equip a fitness center, operate a health fair and implement many other programs.

In addition to these sessions, three time slots have been established for workshops allowing you to network with your peers and informally discuss issues affecting you. There will be workshops by topic issues, such as retiree services, and work/family issues; there will be a workshop for those working in hospitals; those with facilities; and there will be a workshop session for all attendees based on their company size.

The Exhibit Hall will help you satisfy employees' interests in new programs. Exhibitors will fill the hall with new discounts, travel programs, employee store offerings and other programs. You'll receive loads of information to bring back to employees.

With all of this to offer plus hard-hitting general sessions, instruction on becoming a Certified Employee Services and Recreation Administrator (CESRA) or Recognized Volunteer Employee Services and Recreation Administrator (RVESRA), you can only benefit from this educational experience.

Make your plans now to attend NESRA's 53rd Annual Conference and Exhibit, May 4-8, 1994 at the Hyatt Regency Hill Country Resort in San Antonio, Texas.



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2211 York Road, Suite 207, Oak Brook, Illinois 60521, 708/368-1280. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$37 annually (2 years/\$56, 3 years/\$73) or \$3.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Oak Brook, Illinois, and additional mailing office.

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NEWS

IN BRIEF

▼ **Parking Spaces for Bikes**

As companies in 10 polluted areas are required to reduce employee car trips, the demand for bike parking spaces increases, reports *The Wall Street Journal*.

One company has installed racks for a dozen bikes, plus showers and lockers at its headquarters. Another company has bike racks next to 24-hour security booths on the two levels of its garage in New York. One low-cost, small space solution is to install ceiling hooks as a New York company did on the 10th floor of its headquarters. Each bike space costs \$45 to install versus \$100 for a typical bike rack or \$500 for a bike locker.

▼ **Knowledge and Skills**

In the next 10 years, the business world will be brand new and geographically free, says *HR News/Society for Human Resource Management*. It won't matter who has the largest supply of natural resources because they can be purchased. And money will be available to qualified business people to

refinance a business venture anywhere. The opportunities for business will be unlimited.

To meet and beat global competition, U.S. businesses must have the brain power, the skilled workforce. As the U.S. phases out military research and development, it should phase in civilian research and development.

▼ **How Good Are They?**

While many company retirement plans offer employees a reasonable selection of decent investment alternatives, others don't, says *The Wall Street Journal*. In many cases, the plans offer investments that are poor performers, risky or illiquid and they may come with high sales costs and steep fees that cut into the amount employees can expect to earn over the years they spend with their employer.

Pension lawyers and benefits consultants estimate that as many as 75 percent of small-company plans aren't in compliance with Labor Department regulations and tax laws. Down the road, this could cause plans to lose their special tax status, making the money taxable at once.

Now, more and more employees are being covered by so-called defined contribution savings plans. These include 401(k) and profit-sharing plans for private employers, 457 plans for state and municipal employees, and 403(b) plans for teachers and nonprofit employees.

With these plans, employees, employers, or both, contribute money to the employee's retirement account. If the investments perform poorly, and high fees erode returns, it is the employee who will suffer the consequences.

▼ **Camping Gear Helps in Disaster**

The camping equipment sitting in the garage could be the key to a household disaster plan, says Stanford University. A variety of home service disruptions, ranging from power failures to earthquakes, can be eased with the same gear and supplies that the family uses at a campsite.

The gas stove that works so well in the mountains or by the lake will provide warm meals quickly in the event of a power failure. Be sure to use it outside the house in a well-ventilated area to avoid the possibility of carbon monoxide poisoning.

In the event of a major disaster, such as an earthquake, a supply of freeze-dried food (check the expiration date for freshness) can serve as a supplement to the week or two of canned goods or other supplies that it is wise to keep in storage around the house.

Not part of the regular camping gear but a wise item to keep in the garage, is a plastic drum of fresh water in case regular supplies are depleted or plumbing breaks down.

The same first aid kit you throw into the car before leaving for a camping trip, should be stocked and ready for the home emergency as well. Lanterns and flashlights, along with a supply of matches kept with the camping gear can fight darkness after a power failure. Remember to store gas and kerosene in properly sealed containers which should be kept away from direct sunlight, electricity or extreme heat.

▼ **Tax Harms Tourism in NY**

The hospitality and tourism industry in New York state has been dealt a blow by two state actions, the imposition of a five-percent statewide occupancy tax on

hotel rooms costing \$100 or more and a 75.5 percent reduction in the promotion appropriation for tourism advertising and marketing. According to the New York State Hospitality & Tourism Association:

- The five-percent statewide occupancy tax is reducing the amount of tax revenue that the hospitality industry generates for the state and local communities.

- Losses from the tax will increase in the years ahead.

- Tourism promotion funding cuts have made it more difficult for the industry to compete.

- The burden of the occupancy tax is carried by New Yorkers, not by out-of-state travelers.

- Other industries are harmed and jobs are lost throughout the state.

- The five-percent statewide occupancy tax makes the hospitality industry in New York state the highest taxed in the nation.

▼ Health System Reform

Health promotion and disease prevention activities delivered at the worksite may undergo a transformation following adoption of a reformed national health-care delivery system, with employers offering programs that focus more on improving productivity and enhancing the quality of work life and less on medical cost management, reports National Resource Center on Worksite Health Promotion.

However, health system reform is far from being the only source of change in

worksite health promotion: demographic shifts in the composition of the workforce, advances in knowledge of what works, and new technologies are also encouraging rapid innovation in health promotion and disease prevention at the worksite.

The primary driving force behind the spread of worksite programs has been health-care cost management. The demographic changes taking place in the workforce call for a reexamination not only of health promotion programs but also of benefit structures and overall corporate culture.

As the vision of national health-care reform takes shape, programs and technologies that are effective in preventing disease and disability will be increasingly in demand.

▼ Interesting Benefits

Today the term "fringe benefit" can mean different things at different companies. It might mean all the ice cream you can eat or help paying your child's college tuition, reports *USA Today*. Some of the unusual benefits include: money towards college tuition for employees' children, an extra day's pay on your birthday and the anniversary of the day you joined the company, a savings bond for the birth of a baby, a school for employees' children in the company's warehouse, birthday cards offering free lunch for two or free movie tickets, savings bond after five years of service and fresh flowers and white tablecloths in the cafeteria.

▼ Clouding Views of Parks

Tourists visiting many park areas in the U.S. find their view of natural wonders such as mountain peaks obscured by pollution-based haze, says *The Futurist*. The average limit of visibility today is 60-100 miles in most of the western U.S., only half to two-thirds of what it would be without impairment by pollution. Visibility in most of the eastern U.S. is, on average, 20 miles.

Steps to reduce the haze now engulfing national parks and other wilderness areas in the United States tend to aim solely at individual polluters. Current efforts to clear the haze could be augmented by a more widespread approach that takes many simultaneous emissions sources into account.

Controlling haze and improving visibility in affected areas could also help combat related air-pollution problems.

▼ Managing Meals

It is possible to eat in a healthful and time-efficient way even with work, family and other demands, reports *Nation's Business*. The first step is planning. Before you go food shopping, use a list. On a calendar note the obligations you have during the upcoming week: tickets to a concert on Tuesday; exercise class on Monday and

Wednesday; business lunches and dinners; weekend activities.

This first step shows you when you won't be eating dinner at home, days you won't need to pack a lunch, and evenings when you'll be getting home late and need something quick and easy to eat.

Next, plan your menu. Go through your calendar and write on it what you want to eat, for breakfast, lunch and dinner. As you do this, make your food shopping list.

Also include some healthful snacks on your shopping list, like pretzels, low-fat microwave popcorn, the new baked (not fried) corn chips, graham crackers, fat-free cookies, and frozen low-fat yogurt.

When you are writing in your calendar, it's a good idea to pencil your menus in. To take your menu planning a step further, you may want to keep an inventory of things you put in the freezer. Keeping a running inventory, with the date each item was purchased, will help with menu planning and save you money.

When you are at the food market, it's a good idea to stick with your food shopping list.

▼ Here's Some Good News

Despite a weak economy, in the past year, almost all facility managers surveyed by the Int'l. Facility Management Association say they bought computers for their companies and 75 percent purchased ergonomic seating.



NESRA's 1994 President

Joe Hauglie, CESRA

Plans to Focus on Your Needs



**PRESIDENT'S
INTERVIEW**

ESM interviews NESRA's 1994 President Joe Hauglie, CESRA, on his commitment to NESRA, his views on the future of Employee Services and Recreation and his personal challenges in a changing work environment.

ESM: *What are your NESRA presidential goals?*

Hauglie: My first goal is to focus on organizational members, associate members and chapters as customers; solicit what they want from an association and lead with the NESRA Board of Directors, staff and national committees to provide it.

My second goal is to follow through on 1994 objectives as established by NESRA's three-year Strategic Long Range Plan. A few months ago I participated in the strategic long range planning process chaired by NESRA Past President Randy Schools. The participants of the meeting were "strategically" selected for their experience, leadership and visionary talents. The results were great! The two day meetings were high energy with focus on NESRA's Needs Assessment Survey results. The 25 objectives slated for 1994 are aggressive but achievable.

My third goal is to strive to continue the tradition of effective leadership of my predecessors. In particular, I will try to continue Immediate Past President Dave Baker's goals of improving communication and cooperation with our chapters.

ESM: *What ingredients are needed to put together a winning combination for NESRA?*

Hauglie: Members who are passionately committed to the field of ES&R and willing to get involved. Leaders and NESRA staff who understand customer service and quality, and value diversity. And Associates who know how to sell to members by promoting NESRA's mission of enhancing employee quality of life.

ESM: *What characteristics can be found in a good leader?*

Hauglie: A good listener, the ability to draw on strengths of others and vision to make good decisions for the future.

ESM: *What's the best way to build relationships with your peers, ie., the Board?*

Hauglie: What's interesting about our field is we come from so many different backgrounds. We didn't all graduate with a degree in recreation. We're not all full-time professionals in the field. There are multi-hatters, part-timers and volunteers in our field. We all work for different size companies and our companies' viewpoints on ES&R vary.

I believe the best way to build relationships with our peers is to value these differences and learn as much as we can about each other.

ESM: *In what ways has the NESRA network helped you in your job?*

Hauglie: When I first joined NESRA in 1979 the peer network helped me learn about the ES&R field in general. NESRA's Minnesota chapter was a gold mine to help me get started on the right foot in our field. Later, I began utilizing the network by looking for best practices and implementing similar programs at our company. This, combined with our own staff's innovation and talent led us to win NESRA's Eastwood Award for most outstanding overall program. This in turn gave us much internal recognition by our management and employees. Our department would not have achieved our current level of providing ES&R programs were it not for NESRA networking.

ESM: *You've attended many national and regional conferences. What does an experienced member like yourself gain from these conferences? On the other hand, what can a novice expect to learn?*

Hauglie: There is no single better opportunity for education in the field of ES&R than the annual national conference and exhibit. If your vocation or avocation is ES&R, and you have a desire to continuously improve, your best sources of information are national and regional conferences.

As an experienced conference attendee I am looking for new ideas and trends. Listening to speakers and networking with my peers always results in

▼

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I believe we need to improve the image of ES&R through continued research and customer satisfaction results to show the benefits of ES&R. I think "Enhancing employees quality of life" is a great mission for NESRA. We as an association and individuals need to make this a reality and common knowledge.

new programming ideas to bring back to my company. The novice attendee can expect the same and more. Novices become exposed to a whole new world of NESRA discounts through Associate Members, meet new peers to network with and can attend educational sessions directly related to their work responsibilities.

ESM: *Everyone has less time to do more. How do we motivate others to strive for leadership positions in NESRA? What's the best way to develop leaders?*

Hauglie: The rewards outweigh the time commitment. If an ES&R manager truly wants to succeed in the field, there is no better way than getting involved in your local chapter and NESRA. Taking a leadership position provides the networking, education and experience one needs to succeed. We need to provide leadership opportunities and promote the benefits of being involved.

ESM: *How can ES&R managers solidify their department's position within their company?*

Hauglie: By tying into the company's mission, providing quality programs,

listening to your customers and being cost effective.

ESM: *What do you perceive is ES&R's "niche" in an organization? Part of human resources? Community relations? PR? Its own entity?*

Hauglie: This is a tough one to pinpoint. As we know from our peers, ES&R programs work out of many different organizations. I don't think there is an "appropriate niche," it depends on the company's culture, values and who the ES&R champions are. The key is to find the organization with the best support for ES&R programs and grab a foothold there.

ESM: *What perception do you think corporations have concerning employee services and recreation? Does this image need to be changed? If so, in what way?*

Hauglie: Some corporations believe strongly that ES&R programs add value, some think it's "fluff," some want to see hard research data showing the benefits of ES&R. I believe we need to improve the image of ES&R through continued research and customer satisfaction results to show the benefits of

ES&R. I think "Enhancing employees quality of life" is a great mission for NESRA. We as an association and individuals need to make this a reality and common knowledge.

ESM: *What are your responsibilities at Ceridian?*

Hauglie: I serve as the manager of Employee Services Network and President of the Ceridian Employees' Recreation Foundation, Inc. My responsibilities lie in these areas: health promotion, work and family resources, employee store, retiree services, recreation clubs, service awards, credit union, auto and homeowner's insurance and an employee recreation park. Fortunately, I have a great team to deliver these services to our more than 7,000 employees nationwide.

ESM: *What do you see different in ES&R from when you started in the field?*

Hauglie: Prior to the 70s, ES&R programs mainly focused on sporting activities such as bowling and softball. In the 70s, more companies began offering ES&R programs and expanded them to include additional sporting activities,



social events and emphasized fitness. In the 80s, U.S. companies flourished and had money to spend. ES&R boomed and included numerous programs which were simply “nice” for employees.

In the 90s, what is “nice” for employees doesn’t cut it anymore. Now, programs need to tie to the bottom line. More and more emphasis is being placed on showing how ES&R programs affect productivity, turnover, health care costs, recruiting, etc. Employees are also requesting changes in ES&R programs. They demand quality and want programs that emphasize saving time and money. They also want ES&R programs to include family participation.

ESM: *Explain how your work environment has changed over the past three years and how this created an opportunity for your employee services department.*

Hauglie: In the past several years our company has gone from nearly 60,000 employees down to 7,000 employees, corporate staff from 3,000 employees to 150. Sound familiar? Our department is part of corporate staff. This presents a tremendous challenge to keep our programs going and to keep our jobs.

We needed to convince management of the value of our services. If we couldn’t do this, either our programs didn’t have value or we weren’t good sales people. Then perhaps we didn’t deserve to be here anyway. This presented an opportunity to firmly entrench ES&R programs into the culture and value of the smaller company, or begin looking for a job elsewhere.

ESM: *What challenges were you faced with and how did you overcome them?*

Hauglie: The biggest challenge to us was the restructuring of our company to become decentralized as a result of the downsizing. The company’s various “business units” now had ownership of their own bottom line and thus were given strategic decision making authority.

Seeing the business units now as customers, we took it upon ourselves to go out to their human resource executives and thoroughly explain what the Employee Services Network does and ask what are their needs. We then designed our ES&R programs based on their needs and literally “sold” our services to them.

The results were extremely positive. All business units signed contracts for the services of their choice. We then redistributed responsibilities of ES&R staff based on what the business units purchased.

ESM: *What is the new role of your Employee Services Network department?*

Hauglie: Our role is to help each business unit be financially successful. We add value to their human resources department by consulting on and administering ES&R programs that help give the business unit a competitive advantage.

ESM: *What type of relationship do you have with other departments?*

Hauglie: One of our goals for 1993 was to establish partner relationships with other key departments. We wanted to eliminate duplication, build on each other’s strengths and work together as partners to provide higher quality services to employees. We chose to develop partnerships with these departments: benefits, public relations, diversity, human resources, our employee advisory

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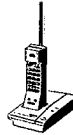
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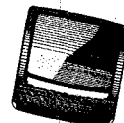


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program, and the business units. While still developing these relationships we have already had some positive joint projects. Through these partnerships we developed a Work & Family Brochure outlining all of our company's family friendly policies and services.

This experience has opened up other opportunities for our department. We have now been approached by these departments to do more joint ventures.

ESM: As the cliché states "Hindsight is 20/20," what are some important things you have learned?

Hauglie: I have learned if you are in the ES&R field to never feel too secure in your job. Our field has traditionally been dependent on our businesses' success, the national economy and now world economy. No matter how good a job we do, these are things out of our control. Our field allows us to get involved in a variety of areas. We need to take advantage of as many different responsibilities as time will allow. This will give us a wider background of experience making us more valuable to our company and marketable on the outside.

ESM: Employee services and recreation programs have been receiving positive attention from the media lately. What do you expect to transpire in the next 12 months?

Hauglie: It is my hope that more and more companies will see the link between quality of work and quality of employees' lives. As this connection is made I believe the importance of ES&R programs will grow and receive the media attention it deserves. Will this happen in the next 12 months? We all need to have our dreams.

I would like to wish everyone a successful year in 1994 and hope your roles in ES&R are rewarding to both you and your employees.



When you participate in NESRA you're part of a larger effort

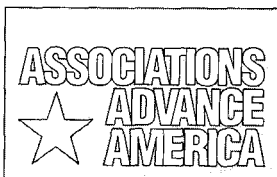


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A Customer's Smile

Marks A Seal of Approval



**You can see more of these stamps of approval
throughout your ES&R program—whether in your
activity center, fitness center or employee store—by
striving for customer delight.**

by Ronda Hontz

A smile is like the seal of approval; the unspoken statement of satisfaction. Answers to questions such as: Did they know me? Did I get what I expected? Will I return? Was the product good? Was I satisfied? can be found in a smile.

Customer satisfaction is a true measure of success. Customer satisfaction is a major factor in every business transaction. A few years ago, my manager introduced me to the idea that customer satisfaction was acceptable, but customer delight should actually be the goal. Customer delight is now the measuring tool I use to determine success. By providing internal customers with what you would give yourself, delighting a customer should not be too difficult.

Identification of a Customer

Identifying a customer can be difficult. Your customer base can change and expand daily. Customers include anyone who is impacted by what you do. This definition includes not only the people you deal with from other areas, your external customers, but also those assigned to your work group, your internal customers. Other internal customers at some locations can include retirees, human resources managers, health benefits departments, training organizations and specific group managers. When a set of circumstances or a situation requires input from someone else to be completed, a customer is created.

In employee services and recreation, the majority of our customers are external. These are the people who use our services and take advantage of our expertise and our products. They remember the very good and the very bad service we provide. Customer expectations are the basis of their satisfaction or disappointment. It is our responsibility, as the providers of a service, to tell customers what to expect. Make parameters known to the customer. Let people know your limits as well as their limits. Don't encourage customers to believe that they can expect more than you are capable of supplying.

Advise a customer of his/her needs. Absolutely. Case in point: A pair of jeans that actually fit me, which are quite rare and valuable, needed to be repaired. The zipper was not working properly. The tailor told me that to repair the zipper would be \$6. Was I delighted! I was so excited I brought the jeans back that

very day. He said it was \$10 for a new zipper. I told him that he had just quoted me \$6. What I had asked for was a zipper repair—\$6. What I actually needed was a zipper replacement—\$10. The tailor proceeded to explain that repair was not what I needed. What I needed was a replacement. Can it be the job of the supplier to advise a customer what s/he needs? Yes. I understood what he was telling me and changed my needs. The zipper was replaced and I can now wear my prized jeans. Am I satisfied? Delighted!

From Satisfaction to Delight

Achieving customer satisfaction hinges on the use of constants. Physical facilities determine the levels of services a group can provide. Groups with larger facilities should present a wider range of programs and products than those groups with limited areas. Customers must be lead to understand physical facilities direct the kinds of services a group provides. The way things appear dictates how the customer feels and reacts. Surroundings set the mood for reactions. If a customer is physically uncomfortable, that customer will not give his maximum performance. In turn, the customer may feel the facility does not offer what s/he wants.

Safety, followed by safety, followed by more safety is a paramount customer concern. The environment can affect the customer both physically and mentally. Whether your facility is simple or elegant is irrelevant as long as it is safe. Cleanliness is a distinct part of the safety issue. When a facility is safe, well lighted, temperature controlled and well maintained, the atmosphere remains pleasant. A pleasant atmosphere is conducive to results. Results lead to customer delight.

A vital part of any facility is the people who work there. All facilities should be complemented by an exceptional staff. Good staff can overcome deficiencies. Satisfaction is the positive result of this combination. Enthusiastic staff can create an image for the customer. A customer will try harder when staff tries harder. With professional performance, a customer can accept business standards for the organization, not just the individual.

Customer satisfaction is directly related to quality performance. Quality performance may be as simple as the system used in dealing with the daily routine. Staff who are properly trained—have the right tools and instruction they need to execute their job—will demonstrate qual-

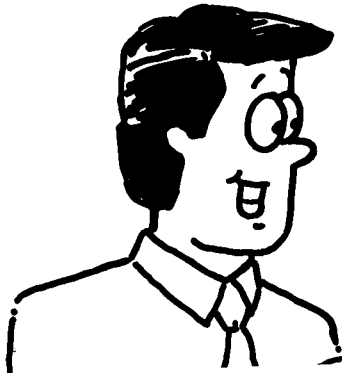
▼
**Advise a customer of his/her needs:
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▼

The last time I phoned a company and got the recorded message asking me to call after 9 a.m. and it was 9:30 a.m. was the last time I phoned them. Was that call important to the business? Obviously not.

ity performance. "It's not my job" will not be in their language. Teamwork is as vital among staff as it is between staff and customer.

Flexibility, the willingness to change to meet the needs of a customer, can develop satisfaction. Ongoing improvement of processes is a positive demonstration of flexibility.



Efficiency can influence the customer's opinion. Things done quickly and correctly can change attitudes. Mistakes will be made despite the caution used. Admitting the error and promptly exchanging the product, fixing the equipment or returning the phone call can immediately switch the outcome.

An example of a solution determining an outcome of an event occurred when a small group of soccer players went to dinner. Because it was a popular restaurant, we knew we would have to wait but we had all agreed to wait before we left. We were seated, ordered, and ultimately the dinners were delivered—except Jean's. She asked the waiter about her order. The order was just overlooked. Were we satisfied? Yes. Was Jean satisfied? No.

After this additional wait, the group was almost finished and Jean received her meal. At Jean's embarrassment, we all waited for her to finish. The restaurant never offered to provide something to those of us who waited, maybe desserts, or give a percentage discount for the error, or better yet, give Jean her meal complimentary nor did the restaurant acknowledge their actions that had affected us all. This increased our dissatisfaction. Were any of us satisfied? No. Will we ever go back there? Probably not.

Could they have kept us as customers even though they made an error? Of course. What happened here is the lack of satisfaction moving from an individual into an entire group due to the handling of a simple error. What could they have done? It was just a mistake that, with a small effort, could have been converted to six delighted customers.

Scheduling accurately for dependable starts and finishes displays how important someone is as a customer. The last time I phoned a company and got the recorded message asking me to call after 9 a.m. and it was 9:30 a.m. was the last time I phoned them. Was that call important to the business? Obviously not.

Measuring Customer Needs

The president of a small business provided me with the easiest measure of customer satisfaction I have ever heard. He said, "I don't want customers, they are just one timers. I want clients. They need repeated service. If I can change a customer into a client, I know they are satisfied!"

There are degrees of satisfaction. I don't expect to be euphoric every time I'm a customer to prove I'm satisfied. I just want to come away from whatever I have bought, eaten, or used, feeling happy. Basically, I want to become a client with not much effort on my part.

Everyone has customers. Identify them, satisfy them and you will turn them into clients. How often do you ask them if they are satisfied with your product or service? Without asking customers what they expect, how can we determine their needs?

Every person or group has different needs. Determining what these needs are is the key to satisfying them. People enjoy telling how they can be better served, just try it.

Questionnaires can be a great help in determin-

ing the expectations of any group. An important consideration to remember is when working with a questionnaire, allow a recognized authority to be seen supporting the action. The process can falter if a person who is not affected by the results is conducting the survey. An unknown person can be perceived as an outsider who does not know what the customers have been given and who will not respond to their needs.

One advantage of a questionnaire is it is easy to administer. Putting questionnaires in the hands of customers can be as simple as having a constant supply at the facility or mailing them. A second advantage of questionnaires is it's easy to tap both a large or a small audience. The size of the audience can be chosen, expanded or decreased with little effort.

A third advantage to questionnaires is responses can be quantified. Numbers are always a deciding factor in both the type of service needed or the money to invest in a service. Answers from questionnaires can be a base for these types of responses.

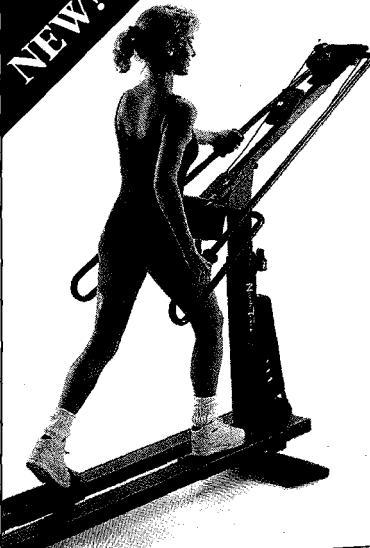
Not all questionnaires achieve the intended results. Questionnaires can have questions that are misunderstood making the answers skewed in the wrong direction. Also, results from questionnaires can be "cold." What is popular today may change before a response is in place.

The following are tips to creating an effective questionnaire. First only ask questions in areas you would consider changing. The time and effort involved in an effective survey can be spent more wisely than collecting data that you do not intend to use.

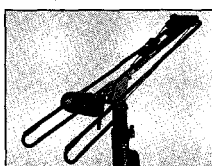
Second, thoroughly test the questionnaire. Make sure it is simple, short and understandable. If the customers cannot understand the questions or if the questions are too detailed, it is not to their benefit to complete it. Finally, present the results. Let the customers know what they have asked for and how it will be answered. Results should also be presented to a focus group for their input and assistance.

Using all these processes, a questionnaire can be a benefit to the provider as well as the custom-

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**Tim Williams,
Managing Partner
Metro Fitness, Tucson, AZ**

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er. Questions and concerns can either be answered or eliminated according to the needs of the group.

Interviews are another great process to achieve customer satisfaction. Interviews are relation-building actions. This

is important to repeat customers as well as new arrivals. More in-depth information can be obtained with this process. Specific questions can be presented to some individuals while other questions can be presented to others. This action

will encourage others to voluntarily submit suggestions because they have seen the process at work.

Tell the customer what you intend to do before you do it. Give them a chance to respond as well as provide yourself the chance to explain the action. An organization is judged by what they finish not what they start. With actions based on customer responses, these are considered finished products.

Keep checking with your customers. Questionnaires and interviews are terrific, but needs change, customers change, expectations change and so you must be ready to adapt. Make these ongoing actions of your customer-based organization. Let customers choose to become clients. Repeated service is a pleasure for both the client and the provider.

Conclusion

Customer satisfaction is not something that creeps up on you when you least expect it. Satisfaction is an exchange of good information, effective performance and the willingness to adjust. A customer is someone you encounter briefly but a satisfied customer transforms into a client and returns. Remember to ask the customer what his/her needs are because you are expected to meet or even exceed them.

A smile is a silent approval for good service. If you accept the challenge of customer delight, you will be seeing these stamps of approval more often. ☺

Ronda Hontz is the Texins Recreation & Services Administrator for Texas Instruments and is currently president of the NESRA of North Texas Chapter.

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1-800-350-7463

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NESRA members get 15% discount on admission to all ten parks. Shamu Club cardholders get 20% off at Sea World of California. For free corporate discount membership application or more information, write: Busch Entertainment Corporation Discount Program, Marketing Dept., One Busch Gardens Boulevard, Williamsburg, VA 23187-3735.

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A COLLECTION OF
PRODUCTS AND SERVICES
TO ENHANCE YOUR PROGRAMS

*NESRA's 1994
Buyer's Guide
& Services
Directory*



Using Your *Buyer's Guide and Services Directory*

This *Buyer's Guide and Services Directory* is a tool to help you begin, improve or expand your employee services and recreation program, including your employee store. It is an annual listing of NESRA National Associate Members printed in **BOLD** along with listings of NESRA local Associate Members and other suppliers who purchased space in the directory.

With the *Buyer's Guide*, you can offer your employees an array of items/services from discount tickets for amusement parks to discounts on hotel stays, jewelry, sportswear and more. The directory can assist you in locating facilities, supplies and consultants to help you implement effective ES&R programs and/or stock and operate your employee store.

Read through the *Buyer's Guide* to see what is available to you and your employees, then call the contact listed to receive more information about his/her product/services. In some cases, a NESRA identification number may be issued by the associate member to your organization.

To further serve as a quick reference, the directory is broken down into 11 categories with page numbers preceding each category.

Page	Category	Page	Category
B 3	Awards/Recognition Gifts	B18	Specialty/Professional Services
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B17	Photofinishing		

Keep this issue of *Employee Services Management* magazine throughout the year and use it as a resource when offering discounts, planning employee activities and ordering employee store merchandise. Share these discounts with your organization's employees.

As NESRA gains more National Associate Members, their products and services will be printed in every issue of *Employee Services Management* magazine in the "Buyer's Guide Update" department. Collect the "Buyer's Guide Update" pages and file them with this issue for easy reference throughout the year.

The Associate Members have joined to serve you. Use their products and services as often as possible, and "Tell them you found them in NESRA's *Buyer's Guide*."

Note: The *Buyer's Guide and Services Directory* contains listings as of November 1, 1993. Listings and offerings may change throughout the year.

Awards/ Recognition Gifts

Amateur Athletic Union (Presidential Sports Award)

P.O. Box 68207
Indianapolis, IN 46268
(317) 872-2900
Contact: Tom Leix
Jean Ann Ruppel

The President's Council on Physical Fitness and Sports challenges your employees to earn its Presidential Sports Award. The program motivates individuals to participate in fitness-oriented activities on a consistent, long-term basis. The award can be earned in 58 different categories and anyone age 10 or older is eligible to participate.

Awards by Kaydan

221 Depot St.
Antioch, IL 60002-1508
(708) 395-2900
Contact: Kathy Dreyer

Bennett Brothers, Inc.
Corporate Gift Division
30 E. Adams St.
Chicago, IL 60603-5676
(312) 621-1619
(312) 621-1630
Contact: Judy Paoli

Bennett Brothers, Inc. offers Choose-Your-Gift, which features selective gift cards offering 40 items in each of 13 price levels ranging from \$16 to \$1,000. Give your employees a choice of 40 attractive gifts. Ideal for service awards and incentives.

Chicago Custom Engraving, Inc.
370 Bennett Rd.
Elk Grove Village, IL 60009
(708) 593-1188
Contact: Ralph Liberatore

Chicago Custom Engraving offers deep-engraved glassware, lead crystal and ceramic coffee cups.

D.M. Merchandising

1479 Merchandise Mart
Chicago, IL 60654
(312) 527-1363
Contact: Norm Yellin

Outstanding values and variety of high quality, gift boxed, fun fashion jewelry—bracelets, necklaces, earrings, rings, pins, watches—custom cloisonne pins and watches—unique concept in one price assortment.

Market Identity

P.O. Box 10540
Canoga Park, CA 91309
(800) 927-8070
(818) 700-8262
Contact: Glenn Gilman

Market Identity offers a variety of different-sized stuffed animals, personalized with your company name, logo or your special message. Low prices, top quality, and low minimums are offered. Ideal for company stores, employee Christmas gifts, company picnics, sales awards and great promotional items. Send for catalog.

Oneida Silversmiths

Kenwood Station
Oneida, NY 13421
(315) 361-3211
Contact: Bill Hicks

Oneida Silversmiths offers silver-plated holloware, stainless steel flatware, sterling flatware, silver-plated flatware, crystal and cutlery to NESRA members at discounts of up to 60 percent.

Pulsar Time

1111 MacArthur Blvd.
Mahwah, NJ 07430
(201) 529-7913
Contact: Bernard Dwortzan

Pulsar Time offers Pulsar fine quality quartz watches for men and women. Available with customized dials showing corporate logo.

Sayings for You, Inc.

407 Broad Ave.
Palisades Park, NJ 07650
(201) 592-0676
(201) 592-0549 FAX
Contact: Alan L. Wendorf

Sayings For You, Inc. will imprint anything on wearables, pens, key chains, mugs, plastic bags, buttons, vinyl, leather, etc. We will put your company logo or message on any item. Our service and quality is of the highest standard. NESRA members get special prices.

Seiko Time

1111 MacArthur Blvd.
Mahwah, NJ 07430
(800) 545-2783
Contact: Spencer Toomey

Seiko Time, the 9th most recognized brand name in the world, has excellent quality watches and clocks. Watches range from the basics to high-tech fashion. Clocks include travel, desk/table, mantel and wall models. Lassale is the high fashion brand.

Time Products, Int'l.

152 Messner Dr.
Wheeling, IL 60090
(708) 459-8885
Contact: Edward Gusfield

Time Products Int'l. is a major electronic importer and manufacturer of innovative electronics, clocks, calculators, watches, radios and sport clocks. They custom make small electronic premiums and gifts along with serving the promotional, premium, trophy and mail-order trades.

Zippo Manufacturing Co.

33 Barbour St.
Bradford, PA 16701
(814) 368-2700
Contact: William Galey

Zippo Manufacturing Co. is a manufacturer of quality gifts which can be customized with corporate logos. Great for employee recognition, service awards and safety awards. Product selection includes knives, tape measures, key holders, writing instruments, etc. Made in USA. Lifetime guarantee.

Family Entertainment/ Attractions

AMC Theatres

Mainstreet Plaza 1000
Suite 503
Voorhees, NJ 08043
(609) 751-6300
Contact: Paul McHendry

Join the AMC Corporate Movie Club.
Experience "The AMC Difference" at a
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1429 Walnut St.
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(215) 563-3501
Contact: Adrienne Crane

American Family Entertainment is the
nation's oldest and largest producer of
affordable full-scale musical productions,
industrials, new product launches, corpor-
ate and convention entertainment, Broad-
way productions, Broadway for kids, etc.

AMF Bowling Centers, Inc.

7275 Glen Forest Dr.
Richmond, VA 23226
(804) 282-6800
Contact: Robert Rouse

AMF Bowling Centers offer free group
bowling parties and special discount
prices exclusively for NESRA members
and their families in bowling centers
across the country.

American Poolplayers Assoc., Inc.

1000 Lake St. Louis Blvd.
Suite 325
Lake St. Louis, MO 63367
(314) 625-8611
Contact: Renee' Lyle Poehlman

The American Poolplayers Association
governs the world's largest pool league
with over 120,000 members nationwide
and offers an exciting concept in amateur
team competition utilizing a unique
handicapping system.

Anheuser-Busch Theme Parks

One Busch Place
Bldg. 202-8
St. Louis, MO 63118
(412) 276-6620
Contact: Susan Roberts
Donna Diebold

The Anheuser-Busch Theme Parks offer
discounts at the Sea World parks in
Orlando, FL, San Diego, CA, Aurora, OH
and San Antonio, TX; Busch Gardens in
Tampa, FL and Williamsburg, VA;
Sesame Place near Philadelphia; our
water parks, Adventure Island in Tampa
and Water Country USA in Williamsburg,
and Cypress Gardens in Winter
Haven, FL.

Brunswick Recreation Centers

520 Lake Cook Rd.
Suite 400
Deerfield, IL 60015
(708) 317-7300
Contact: Susan Schory-Jones

Brunswick, the largest chain operator of
family bowling and recreation centers in
North America, offers free group bowling
parties to NESRA companies wishing to
organize a bowling program for their
employees on a local or national basis.

Biltmore Estate

One N. Pack Sq.
Asheville, NC 28801
(704) 255-1776
Contact: Susan Dale

Discover George Vanderbilt's 250-room
French Chateau, the English Gardens and
our Winery in the enchanting mountains of
Western North Carolina. Special rates are
available to NESRA member companies.
Open seven days a week, year round
(closed Thanksgiving Day, Christmas Day
and New Year's Day).

Enchanted Parties

711-5 Koehler Ave.
Ronkonkoma, NY 11779
(516) 467-6628
Contact: Martin Greenstein

Enchanted Parties offers special event
planning and design planning, free design
and strategy, full-service catering from
picnics to banquets, full-service
entertainment and activities programs,
music, magic, olympics, carnival, and
casino nights. Call for special program
discounts for members.

Escape Artist Tours

150 Tiller Ct.
Half Moon Bay, CA 94019
(800) 728-1384
(415) 726-7626
Contact: Dona Thornwall

Escape Artist Tours specializes in San
Francisco Bay Area adventure. We offer
49er football tickets, pirate ships, fighter
planes, educational tours, romantic
getaways, haunted bed & breakfast, boat
& breakfast, city slicker adventures, hot air
balloon rides, gold panning and river
rafting. Identify yourself as a NESRA
member.

Fiesta Texas

P.O. Box 690290
San Antonio, TX 78269-0290
(210) 697-5447
Contact: Roxanne Mery-Kearns

Fiesta Texas in San Antonio has
something for everyone—live musical
productions; rides that chill, spill and thrill;
a special fairytale playland for children;
plus, a complete waterpark with slides and
chutes. Every night ends with a laser,
fireworks and musical extravaganza you'll
not want to miss. Plan now to visit Fiesta
Texas where the spirit of Texas comes
alive in music, adventure and family fun!
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Florida Leisure d/b/a Silversprings, Weeki Wachee Spring

6131 Commercial Way
Spring Hill, FL 34606
(800) 678-9335
Contact: Sandra Kratzer

Silver Springs and Weeki Wachee Spring
are natural family entertainment parks.
Wild Waters and Buccaneer Bay are
seasonal waterparks. Contact Sandra
Kratzer at (800) 678-9335 for information
on free employee discount cards,
discounted group rates and picnics.

Fun Services

3815 S. Ashland Ave.
Chicago, IL 60609
(800) 926-1223
(312) 847-2600
Contact: Jay Hoult

Fun Services has been helping companies
organize their picnics and special events
for over 25 years. We provide games,
prizes, booths, entertainment,
funathalons, and programs tailored to both
children and adults. We offer a wide
variety of premiums, imprinted items and
fund-raising programs. Fun Services has
offices in most major U.S. cities, there's
an office near you. Just call (800) 926-
1223 to contact your local representative.

Group Discount Attractions Corp.
64 Division Ave.
Levittown, NY 11756
(800) 735-4432
Contact: Carole Fishman

Want to see the best in Broadway Theatre? Call Group Discount, NESRA members for 8 years, for groups of 20 or more. You can't come to New York without seeing the hottest shows on Broadway!

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31 St. James Ave., Suite 1044
Boston, MA 02116
(617) 695-9711
Contact: Deborah Soprano

Receive over 30 percent off the regular movie theatre box office price! Loews Passport Tickets must be purchased through your designated company representative. Passport Tickets are valid any day of the week. Passport Tickets are not valid the first two weeks that a picture opens or when contractual obligations exist.

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Buena Park, CA 90620
(714) 634-0213
Contact: Jim Lennartson

Medieval Times exclusive KnightClub Card now offers a savings of 15 percent off regular adult or child admission any day but Saturday. Valid at all locations including California, Chicago, Dallas, Florida, New Jersey and Ontario Canada. Come to Medieval Times and have the time of your life. Join royalty in a feast for your eyes, your ears, your appetite and your sense of adventure!

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Hico, WV 25854
(800) 822-1386
Contact: Michael Gray

Mountain River Tours offers "mild" to "wild" whitewater rafting trips on the New and Gauley Rivers in West Virginia. "Samplers," "express," "full day" and "overnight" rafting trips offered. Packages include horseback riding, mountain biking, meals and accommodations. Call (800) 822-1386 for more information on an employee discount program.

New York Yankees

Yankee Stadium
Bronx, NY 10451-2194
(212) 293-4300
(212) 293-6013
Contact: Deborah Tymon

Baseball season is April through October. New York Yankees offers special group rates and special event facilities. Guided tours available Monday through Friday 10 a.m. - 4 p.m. by appointment year-round (non-game days only). Minimum groups of 12 people. Adults \$6, Children \$3, Students \$2, Senior Citizens \$1.

Oasis Water Resort

1500 Gene Autry Trail
Palm Springs, CA 92264-9950
(619) 327-0499
Contact: Elayne Tunnell

Oasis Water Resort is a 21-acre water playground in Palm Springs with nine waterslides, a wave pool and a lazy river inner tube ride. Open daily at 11 a.m. from mid-March to Labor Day and on weekends through October. NESRA members can request \$2 off adult admission coupons to be mailed to them. Bulk ticket sales at discounted rates available.

Opryland, USA

2802 Opryland Dr.
Nashville, TN 37214
(615) 871-6645
Contact: Jenny Clough

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5401 Kirkman Rd., Suite 200
Orlando, FL 32819
(800) 883-8282
(407) 363-3500
Contact: Erin Lannon

Orlando Entertains owns and operates three unique themed dinner attractions: Mardi Gras, Wild Bill's and King Henry's Feast. Each offers two hours of nonstop entertainment, comedy, guest participation, four-course meal, and unlimited beverages. NESRA members get \$5 off.

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c/o Group Sales
6300 Kings Island Dr., P.O. Box 901
Kings Island, OH 45034-0901
(800) 288-0808
(513) 573-5700
Contact: Bill Lane

Paramount's Kings Island is where the magic of the movies meets the thrills of a lifetime. A 350-acre facility, the park features rides, shows, shops, waterpark, wildlife preserve, new "Days of Thunder" ride simulator and The Beast, the world's longest wooden roller coaster. Open weekends only from April 9 to May 22; daily from May 27 to September 5; and thereafter, open select weekends through October 30. Admission discounts are available to NESRA companies through a variety of ticket programs.

RSG Publishing Inc.

P.O. Box 700612
Plymouth, MI 48170-0612
(800) 223-5877
(313) 416-5300
(313) 416-5389 FAX
Contact: Eric Rasmussen

RSG Publishing Inc. is a publisher and distributor of *Michigan and Ohio Golfers Map & Guide* and *Powers North Eastern States* area golf guides. Complete directories of public golf courses with two-for-one green fee discount coupons. NESRA members receive 40 percent discount off cover price.

San Diego Zoo

San Diego Wild Animal Park

P.O. Box 551
San Diego, CA 92112-0551
(619) 557-3966
Contact: Mary Lou Antista-Suba

San Diego Zoo/San Diego Wild Animal Park offers a Zoofari Club membership. It includes club card, discount ticket programs, catered events for up to 10,000, behind-the-scenes tours and more. At the Zoo, see the new Gorilla Tropics. At the Park, see wildlife preservation action with conservation as a primary goal.

Shear Madness

National Sales Office
74 Warrenton St.
Boston, MA 02116-5622
(800) 992-9035
(617) 451-0195
Contact: Janis James

Shear Madness is THE side-splitting comedy whodunit that lets the audience play armchair detective, delighting audiences in Boston, Chicago, and Washington D.C. Generous group discounts available. Now booking through '94.

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Pittsfield, MA 01201
(800) 320-1733 Reservations
(413) 499-1733
(413) 499-3820 FAX
Contact: Cliff Fields

Moscow Ballet with stars from the Bolshoi presents a new production of "The Nutcracker" with new set, costumes and choreography. National tour includes Washington DC; Baltimore, MD; Orlando, FL; Ft. Lauderdale, FL; New Haven, CT; Syracuse, NY; Charleston, WV; Reading, PA. Ticket pricing \$17-35. The "Nutcracker" you have always dreamed of! NESRA members receive 10 percent off.

Transmedia Network Inc.

750 Lexington Ave.
New York, NY 10022
(212) 787-0843 direct
(212) 308-7676 corporate
Contact: Martin Greenfield

Transmedia Network Inc. is a public company offering a special savings dining card good nationally at tablecloth restaurants in over 11 states and accepted in over 1,800 restaurants. Using the no-restrictions-savings dining card entitles NESRA members to a 25 percent savings on food and beverage.

United Artists Theatre Circuit, Inc.

9110 E. Nichols Ave.
Englewood, CO 80112
(303) 792-8775
Contact: Jennifer Hale

United Artists VIP Theatre Tickets offers an innovative, economical way to treat your employees to top box office hits! Priced substantially below box office prices, VIP Tickets are valid for one admission and can be re-sold to employees as an employee benefit or given as a gift, prize or reward. Valid at any United Artists Theatre nationwide.

Universal Studios Florida

1000 Universal Studios Plaza
Orlando, FL 32819-7605
(407) 363-8214
Contact: Randy Gerber

The Universal Studios Florida FAN CLUB is an exciting program offered free to companies with 100 or more employees, offering special discounts on regular admission for family and guests. Universal Studios also extends extensive promotional support. Company outing facilities are available.

Universal Studios Hollywood

P.O. Box 8620
Universal City, CA 91608-0620
(818) 777-3791
Contact: Susan McCloskey

Members of our FAN CLUB will receive park admission discounts and will find savings on hotels, merchandise and restaurants at Universal Studios Hollywood as well as discounts on Hertz Rental Cars and Norwegian Cruise Lines. We'll show you and your employees what the star treatment is all about. Consignment tickets are also available.

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One International Ct.
Broomfield, CO 80021-9806
(303) 460-7100
Contact: Debbie Kunz

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Walt Disney's Magic Kingdom Club

P.O. Box 4489
Anaheim, CA 92803-4489
(714) 490-3200
Contact: Bob Baldwin

The Magic Kingdom Club offers a variety of Disney leisure benefits and discounts at Disneyland, Walt Disney World, Euro Disney Resort and Tokyo Disneyland to employees of more than 40,000 participating organizations throughout the U.S., Canada, Mexico, Europe and Japan.

Wet'n Wild Florida, Inc.

6200 International Dr.
Orlando, FL 32819-8239
(407) 351-1800
Contact: Maria Alba

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation, Wet'n Wild has parks located in Orlando, FL; Las Vegas, NV; and Arlington and Garland, TX offering a \$3 Sun'n Surf Club discount to NESRA members at all locations.

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Lansing, WV 25862
(304) 658-4007
Contact: K. Christopher Dragan

**Wisconsin Dells Vacation
20 Percent Savings Club**

560 Wisconsin Dells Pkwy.
Wisconsin Dells, WI 53965
(608) 254-2525
Contact: Kristi Meister

Fitness Products

ErgoTech, Inc.

730 Pryor St., S.W.
Atlanta, GA 30315
(404) 223-6687
Contact: Richard Powell

ErgoTech, Inc. offers "The Wrest," a patented hand and wrist support for the computer keyboard. Medically designed and tested, "The Wrest" places wrists in the OSHA recommended "neutral position" which reduces risk of developing a repetitive stress injury (RSI) during data entry.

Hotels/Resorts Camping

Anaheim Cavalier Inn & Suites

11811 S. Harbor Blvd.
Anaheim, CA 92802
(714) 750-1000
Contact: Eric Larson

Planning a trip to Disneyland? Stay at the Cavalier Inn and Suites. Extras include a complimentary continental breakfast, shuttle to and from Disneyland, HBO channel, and heated pool and spa. NESRA rates: \$39 off season and \$49 summer. Group rates available.

Anaheim Conestoga Hotel

1240 S. Walnut
Anaheim, CA 92802
(800) 824-5459
Contact: Barbara Kaiser

The Anaheim Conestoga Hotel is featuring 252 guest rooms and suites, complimentary parking, in-room coffee and tea, complimentary shuttle transportation to Disneyland Park and the Anaheim Convention Center. Plus the Cattleman's Wharf Restaurant, rated among the top 500 in the nation. NESRA special rate \$45 per night plus tax, 1-4 per room.

A.P. Hansen & Associates, Inc.

811 S.W. 44th St., Suite 5
Cape Coral, FL 33914
(813) 540-0073
(813) 540-1852 FAX
Contact: Arlene Hansen

A.P. Hansen & Associates, Inc. compiles complimentary discount card packets for large companies, federal agencies, hospitals and local neighborhoods. We also compile a senior guide nationwide.

Beck Summit Hotel Management Group

2300 Corporate Blvd., N.W.
Suite 232
Boca Raton, FL 33431
(407) 997-2325
Contact: Lori Wolin

With over 100 hotels across the U.S. from oceanfront Hiltons to mountainview Holiday Inns, to city center Sheratons, we've got a perfect spot for everyone! Locations are nationwide including California, Florida, Arizona and the Northeast. Special NESRA discounts of up to 50 percent off regular rates!

Best Western Buena Vista Suites

14450 International Dr.
P.O. Box 22826
Lake Buena Vista, FL 32830
(800) 537-7737
(407) 239-8588
(407) 239-1401 FAX
Contact: Shannon Simpson

Located 1-1/2 miles from Walt Disney World Resort, "Orlando's suiteest new resort" opened May 1993. Spacious two room suites with private bedroom, free full breakfast buffet, heated pool, whirlpool, fitness center, children 17 and under free in parents' suite. Grand Opening NESRA Special \$69.95 plus tax per night valid until Dec 22, 1993 and January 2-February 12, 1994. Call for details.

Best Western-Greenfield Inn

3000 Enterprise Dr.
Allen Park, MI 48101-3529
(313) 271-1600
Contact: Tina Bettsteller

The Best Western-Greenfield Inn (Dearborn/Detroit) offers the finest in Victorian and Colonial architecture and furnishings. NESRA members receive luxury accommodations for two, full breakfasts, welcome cocktails and a 20 percent dinner discount. Call (313) 271-1600 for reservations on this special \$69.95 "Bed & Breakfast" Getaway!

Best Western International, Inc.

6201 N. 24th Pkwy.
Phoenix, AZ 85016
(602) 957-5612
Contact: H. Gerald Bulifant

Best Western Int'l. is the largest lodging organization in the world with more than 3,300 hotels, motor inns and resorts in 39 countries. All Best Western properties are independently owned and operated.

Best Western Mardi Gras

3500 Paradise Rd.
Las Vegas, NV 89109-3611
(702) 731-2020
(800) 634-6501
Contact: Mary Jo LeClaire

The Best Western Mardi Gras is conveniently located three blocks from "the strip," one block from the convention center, 10 minutes from the airport. Each of our mini-suites features a spacious living room, wet bar, refrigerator and complimentary in-room coffee. A restaurant and lounge, mini-casino, swimming pool, spa, video games, beauty salon and a gift shop are located on premises. Free shuttle service is available.

Best Western Plaza Int'l.

8738 International Dr.
Orlando, FL 32819
(407) 345-8195
Contact: Cathy Shelton

The Golden Passport entitles your employees to 20 percent off on accommodations in peak season and 40 percent off during low season. Free upgrades when available and discounts for area attractions and restaurants. Passports available through personnel office.

Best Western Riverside Resort Hotel & Casino

P.O. Box 500
Laughlin, NV 89029
(800) 227-3849
(702) 298-2535
(702) 298-2689 FAX
Contact: Joel Barez

Located on the beautiful Colorado River, this resort offers 660 spacious rooms and suites, 1,500 slot machines, "21" craps, bingo, Keno, poker room with Colorado River view, Roulette, 830 RV spaces, gourmet dining, 24-hour restaurant, Prime Rib Room, Buffet Room seating 422, two pools, three first-run movie theaters, lounge entertainment, Western dance hall, top name performers in Don's Celebrity Theater, Race & Sport book, convention facilities, dance studio, tea dances and a 120-passenger tour boat.

Best Western Seven Seas

411 Hotel Circle S.
San Diego, CA 92108
(619) 291-1300
Contact: Judy Di Pietro

The largest Best Western in San Diego, this full-service hotel offers a special "NESRA" coupon which includes deluxe room with in-room coffee, complimentary airport shuttle on availability, free local calls, heated pool, two spas, coffee shop, restaurant, and lounge. Sea World, San Diego Zoo, Old Town and malls nearby.

Caesars Pocono Resorts

P.O. Box 40
Lakeville, PA 18438
(800) 327-3992
(717) 226-4506
Contact: Christopher Salerno

Caesars Pocono Resorts (Cove Haven, Paradise Stream, Pocono Palace and Brookdale) are the nongaming entities of Caesars World, Inc. Located in the scenic Pocono Mountains of Pennsylvania, these four resorts feature all-inclusive packages for both the couples and family markets. Employee discounts are available through the Getaway Club. Call (800) 327-3992 for more information.

Carnival's Crystal Palace Resort and Casino

Nassau, The Bahamas
(800) 222-7466
Contact: Don Capozzo

The most spectacular resort and casino in all the Caribbean. Five impressive towers containing 867 guest rooms and suites, 8 restaurants, fabulous review show, shops, golf, tennis and beautiful beach.

Choice Hotels, Int'l.

10750 Columbia Pk.
Silver Spring, MD 20901-4427
(800) 4-CHOICE
(301) 236-5138
Contact: Andrea McGarry

Choice Hotels Int'l. is the largest American-owned franchised hotel chain in the world. CHI is made up of Sleep, Comfort, Quality, Clarion, Rodeway, Econo Lodge and Friendship Inns. Choice offers a 10 percent discount to NESRA members on advance reservations at participating hotels.

Claridge Casino Hotel

Broadwalk & Park Pl.
Atlantic City, NJ 08401
(609) 340-3500
Contact: Barbara McKernan

Comfort Suites Orlando

9350 Turkey Lake Rd.
Orlando, FL 32819-7329
(800) 27-SUITE
(407) 351-5050
Contact: Jose Penabad

This property offers 215 one-room suites equipped with microwaves, refrigerators, remote control T.V. and in-room movies. In addition, there is a complimentary continental breakfast daily, heated pool, whirlpool, kiddie pool, playground, convenience store with snacks and toiletries, coin laundry and concierge service. Four miles to Walt Disney World, two miles to Universal, and one and a half miles to Sea World.

Colony Plaza Hotel Universal Resorts, Inc.

11100 West Colonial Dr.
W. Orlando Ocoee, FL 34761
(407) 656-3333
(407) 656-2232 FAX
Contact: Mario Barreiro

The Colony Plaza Hotel is centrally located to all of central Florida's major attractions: Disney World, Sea World, Universal Studios, Wet'n Wild, Church Street Station and many more. We have 300 large comfortable rooms, full service restaurant, lounge with live entertainment, large fresh water swimming pool, kiddie pool, video game room, laundry facilities, guest service desk and gift shop. NESRA rate \$35 plus 10 percent tax for 1-4 persons.

Crown Sterling Suites

1900 S. Norfolk St., Suite 260
San Mateo, CA 94403
(415) 345-2733
(415) 571-1377 FAX
Contact: Anne Lawrence

Crown Sterling Suites is an "all-suite" hotel chain. Each two-room suite has a refrigerator, wet bar, coffee maker, microwave, two color televisions, two telephones, and pull-out sofa bed. Complimentary cooked-to-order breakfast offered every morning and two hours of complimentary beverages every evening.

Days Inn/Airport North

2300 45th St.
West Palm Beach, FL 33407
(407) 689-0450
(800) 543-1613
Contact: Robin Brown

This hotel features a tropical garden courtyard with heated pool and whirlpool bath, poolside Tiki Bar, putting green, playground, restaurant and airport shuttle. NESRA members receive a special rate: \$39 low season and \$59 high season. Freeport Bahamas Cruise-A-Way package starts at \$129 per person, double occupancy. Call (800) 543-1613 for details.

Days Inn/Days Suites East of Magic Kingdom

5820 W. Irlow Bronson Hwy.
Kissimmee, FL 34746-4716
(800) 327-9126 (Reserv.)
(800) 445-3297 (Sales)
(407) 396-7900
Contact: Jackie Jackson

Located two and a half miles from the main entrance to Walt Disney World Resorts, Days Suites offer 604 three-room suites accommodating six persons comfortably, with full-size kitchens. Days Inn has 404 standard rooms each with two double beds. NESRA members are offered discount rates of \$47-\$74 at Days Suites and \$31-\$54 at Days Inn, subject to availability. Group rates available.

Days Inn/Lodge Florida Mall

1851 W. Landstreet Rd.
Orlando, FL 32806
(407) 859-7666
Contact: Beth Neal

Days Inn/Lodge Florida Mall is 10 miles from Walt Disney World with standard rooms and lodge suites with full kitchens available. Gasoline is half price for overnight guests (10 gallon max. one-time fill-up). Pool, pool bar, playground, restaurant, and kids 12 years-old and under eat free. Complimentary airport transportation is offered 24-hours.

**Debbie Reynolds Hollywood Hotel/
Casino & Movie Museum**

305 Convention Center Way
Las Vegas, NV 89019
(702) 734-0711
Contact: Patricia Stinson

Just off the strip—between the Stardust and the Convention Center, Debbie Reynolds Hollywood Hotel/Casino & Movie Museum has 200 rooms, two restaurants, 500-seat star theatre and America's first Hollywood motion picture memorabilia museum. It is charming, small, nostalgic and a safe and intimate setting with personal and attentive service.

Dimension Development Co., Inc.

5905 Kirkman Rd.
Orlando, FL 32819
(407) 351-3333
Contact: Daniel Lund

Dimension Development Co., Inc. is a hotel management company with a portfolio of 30 hotels ranging in size from 64-365 rooms. Our hotels are concentrated in Texas, Louisiana and Florida. Florida locations include Orlando, Daytona, Jacksonville, Miami and West Palm Beach.

**Embassy Suites Hotel/
Disneyland-Buena Park**

7762 Beach Blvd.
Buena Park, CA 90620
(800) EMBASSY
(714) 739-5600
Contact: Carl Prince

This property offers all two-room suites featuring two color TVs, microwave, refrigerator, heated pool, whirlpool and BBQs. Complimentary cooked-to-order breakfast and cocktails/beverages each day. Disneyland shuttle provided. Walking distance to Knotts Berry Farm, Movieland, Medieval Times and Wild Bill's Extravaganza. Complimentary shuttle to all attractions. Rates start at \$82 based on availability.

Embassy Suites Orlando South

8978 International Dr.
Orlando, FL 32819
(407) 352-1400
Contact: Rosemary Buchelli

Twice the Value! Complimentary cooked-to-order breakfast and two-hour reception each day! Luxurious 2-room suites with refrigerator, microwave, coffee maker, and 2 televisions. Facilities include indoor and outdoor pools with whirlpools, sauna, steam room and health club, restaurant, lounge, children's activity center. Located 3 miles from Universal Studios and Sea World and 8 miles from Disney World.

Enclave Suites at Orlando

6165 Carrier Dr.
Orlando, FL 32819-8254
(407) 351-1155
Contact: Leslie Ireland

The Enclave is a 321-room all-suite property consisting of studio and two bedroom/two bath suites accommodating up to six. All suites feature fully equipped kitchens and private balconies. A complimentary upscale continental buffet is provided daily, and children 11 and under, eat lunch and dinner free. Convenient location to all attractions, shopping, golf and the airport. Call for NESRA discount.

Fernwood Resort & Country Club

Route 209
Bushkill, PA 18324
(717) 588-9500 ext. 4320
Contact: Judith Griswinski

**Florida Ramada Manager's
Association**

820 E. Busch Blvd.
Tampa, FL 33612
(800) 544-9117
(813) 933-4011
Contact: Cindy Bower

When your travels bring you to Florida, make your lodging choice Ramada. At participating Ramada Hotels, we offer your employees 25-50 percent off by calling our (800) 544-9117 number and asking for the NESRA package.

Forever Resorts

P.O. Box 29041
Phoenix, AZ 85038
(602) 968-3999
Contact: Sue Walker

Forever Resorts offers various vacation destinations including luxurious houseboat rentals available in Nevada, Texas, Missouri, Kentucky and Florida as well as Holiday Inn, Estes Park, Colorado and Signal Mountain Lodge in the Grand Tetons. Discounts available for NESRA members.

Forte Hotels/Travelodge

1973 Friendship Dr.
El Cajon, CA 92020
(619) 258-6590
Contact: Rosalind Williams

Over 450 hotels in North America offering NESRA members a 10 percent discount through the Travelodge Corporate Business Break Club.

Guest Quarters Suite Resort

2305 Hotel Plaza Blvd.
Lake Buena Vista, FL 32830
(407) 934-1000
Contact: Becky Hoyng

The only all-suite resort located inside Walt Disney World Village, Guest Quarters offers spacious two-room suites featuring refrigerators, microwaves, wet bars and coffee makers. Continuous, complimentary transportation to all Disney Theme Parks. NESRA "special" rates from \$99.

Heritage Inn

Heritage Rd.
Southbury, CT 06488
(800) 421-4041
(800) 932-3466
Contact: Kathleen Oemcke

Heritage Inn, a gracious country resort, offers its clientele a walk down a country lane, swimming pools, tennis, or golf on their championship course. Ask about their adventure programs. Special NESRA rates available.

**Hilton Inn/
Orlando-Kissimmee Gateway**

7470 Hwy. 192 W.
Kissimmee, FL 34747
(800) 327-9170
(407) 396-4400
Contact: Victor Roberts

Ideally located one mile from the main entrance to the Walt Disney World Resort Complex and centrally located to most major attractions, the hotel features 353 deluxe rooms, 147 luxury high-rise rooms (all with microwaves and refrigerators) and 8 suites. Amenities include two pools (one heated), fitness center, 18-hole putting green, restaurant, deli bar/coffee shop, lounge with entertainment. One child under 12 eats free breakfast and dinner with purchase of an adult meal. Free transportation to most major attractions with purchase of tickets in lobby. Special NESRA discounts available.

Holiday Inn Buena Park

7000 Beach Blvd.
Buena Park, CA 90620-1832
(800) 522-7006
(714) 522-7000
(714) 522-3230 FAX
Contact: Laura Lopez

Located in the Disneyland and Knott's Berry Farm area, Holiday Inn Buena Park has 246 guest rooms, full-service restaurant, nightclub/lounge, large heated pool and spa, video game room, and complimentary shuttle to area attractions. The hotel offers a special rate of \$55 plus tax per night, single through quad; subject to availability. Please ask for the NESRA rate when placing your reservation. (Offer good until December 28, 1994.)

Holiday Inn Melbourne Oceanfront Resort

2605 N. Highway A1A
Indialantic, FL 32903
(407) 777-4100
Contact: Steve Kovats

Located directly on the beach, our full-service hotel is ideal for great family vacations and revitalizing weekend getaways. We feature an indoor/outdoor heated pool, whirlpool and tennis courts. A 25 percent discount off seasonal rates is extended to NESRA members.

Holiday Villas

2928 Vineland Rd.
Kissimmee, FL 34746
(800) 344-3959
(407) 397-0700
Contact: Neal Cohan

Beautiful new two and three bedroom villas just minutes from Disney World. Fully equipped luxury units include: Full kitchens, two cable-equipped TVs, video, all appliances, washer, dryer, two full baths, pool, tennis, whirlpool, game room, movies, free continental breakfast. NESRA members receive a 20 percent discount.

Hospitality Franchise Systems, Inc.

2111 Wilson Blvd., #700
Arlington, VA 22201
(703) 525-0879
Contact: Chris Blunier

Hospitality Franchise Systems is the parent company of Days Inn, Howard Johnson, and Ramada Hotel companies. With over 2,400 hotels, we are everywhere your employees want to be with specially discounted NESRA rates. Call for details.

Hostmark Hospitality Mgt. Group

9990 International Dr.
Orlando, FL 32819
(407) 351-1710
Contact: Mary Feimster

Hotel Management Associates

5150 West U.S. 192
Kissimmee, FL 34746
(407) 396-8808
Contact: Jeanne Evans

Hotel Management Associates offers 25 percent off rack rate and 10 percent off food and beverage. Kids eat free with membership card at our five great Florida fun spots.

Hyatt Orlando

6375 W. Irlo Bronson Mem. Hwy.
Kissimmee, FL 34747
(407) 396-1234
Contact: Christine Peters

The 924 Hyatt Orlando is situated on 56 lush tropical acres, two miles from the Disney Theme Parks. A discounted rate is offered to NESRA members January 1, 1994 through December 31, 1994 of \$55 per room. Refer to the "Magic Employee Getaway" when making reservations.

Hotel Reservation Network

8140 Walnut Hill Ln., Suite 203
Dallas, TX 75231
(800) 964-6835
(214) 361-7311
Contact: Robert Diener

Hotel Reservation Network offers discount hotel rates of up to 65 percent off for NESRA members in major cities including New York, Boston, Washington, D.C., Chicago, San Francisco, Los Angeles, Hawaii, London, Paris and South Florida. Stay first class at economy rates. Call (800) 964-6835 for details.

Kampgrounds of America, Inc. (KOA Kampgrounds)

P.O. Box 30558
Billings, MT 59114
(406) 248-7444
Contact: Laurie Nichols

KOA Kampgrounds is North America's largest chain of independently-owned campgrounds, with nearly 600 franchise locations offering RV and tent camping (plus 400 of these KOAs also offer cozy, Kamping Kabins®). NESRA members currently receive discounts at 10 company-owned KOAs in popular destinations in Florida and on the West Coast (California, Nevada and New Mexico locations).

Karena Hotels-Orlando

7100 Lake Ellenor Dr.
Orlando, FL 32809-5751
(800) 365-6935
(800) 447-7283 (group reserv.)
(407) 240-7100
Contact: Patricia Patton

Karena Hotels is "setting a new standard in American hospitality" within its six hotels. The following properties are located in Kissimmee, FL: Ramada Resort Maingate, Ramada Inn Westgate, Econo Lodge Maingate, Hawaiian Resort, Econo Lodge Maingate East and Holiday Inn Maingate West. The Rodeway Inn Int'l. Dr./Wet'n Wild is located in Orlando, FL.

Keystone Resort-Colorado

1385 S. Colorado Blvd.
A-604
Denver, CO 80222-3304
(800) 222-0188
(303) 777-5525
Contact: Beth Muehlethaler

Keystone Resort offers NESRA members significant savings on lodging and activities to enjoy our five skiing experiences, which include night skiing and the rugged adventure of our newest mountain, The Outback. Add this to Keystone's existing features—quality accommodations, year-round activities, and a peaceful, unspoiled atmosphere—to enjoy a truly wonderful vacation experience.

Knights Lodging Systems

26650 Emery Pkwy.
Cleveland, OH 44128
(800) 843-5644
(216) 464-5055
Contact: Jeff Hathly, Sr.

There are nearly 200 locations of Knights Inns, Knights Courts, and Arbogate Inns. We offer clean, comfortable accommodations at affordable rates. Call toll free for reservations (800) 843-5644.

Las Palmas Hotel Disney World Area

6233 International Dr.
Orlando, FL 32819
(800) 327-2114
Contact: Tonda Chastain

Located one mile from Universal Studios, across from Wet'n Wild and walking distance to shopping and restaurants, the Las Palmas Hotel has 262 rooms, swimming pool, lounge with live entertainment, restaurant, and banquet facilities. NESRA rate \$45 plus 10 percent tax. For reservations call (800) 327-2114.

MGM Grand Hotel & Theme Park

P.O. Box 77711
Las Vegas, NV 89177-7711
(702) 891-2210
Contact: Larry Nettles

This casino resort features 5,005 rooms, 751 suites, health spa, eight restaurants, two showrooms, pool complex, 33-acre theme park and special events arena seating 15,000. NESRA members are eligible for group discounts for 10 or more rooms. Call the Sales Department for information on Emerald Package.

Oasis Water Resort Villa Hotel

4190 E. Palm Canyon Dr.
Palm Springs, CA 92264
(800) 247-4664
(619) 328-1499
Contact: Michelle Nebon

This Palm Springs' leading family vacation resort with two-bedroom villas includes complete kitchens. Complimentary Oasis Waterpark admissions mid-March through October. Call (800) 247-4664 and ask for NESRA rates.

Oceans Eleven Resorts, Inc.

2025 S. Atlantic Ave.
Daytona Beach Shores, FL 32118-5007
(800) 874-7420
(904) 257-1950
Contact: Larry Kelly

Oceans Eleven Resorts, Inc.'s six AAA rated oceanfront hotels in Daytona Beach, FL: Acapulco Inn, Beachcomer Oceanfront Inn, Casa del Mar Beach Resort, Bahama House, Mayan Inn and Treasure Island Inn offer substantial savings to NESRA members. All six hotels are located directly on the ocean and feature swimming pools, whirlpools, color cable TV and year-round recreation programs. Discount flyers are available upon request.

Outrigger Hotels Hawaii

30100 Town Center Dr.
Suite 0-172
Laguna Niguel, CA 92677
(714) 249-9424
(714) 495-5642 FAX
Contact: Sandra Schmidt

A family owned chain, Outrigger Hotels Hawaii, Hawaii's largest most diverse hotel company, introduces its Preferred Club Card offering a 15 percent rate reduction on rooms and suites at 24 newly renovated hotels throughout Waikiki, Kauai and the Big Island plus 16 mainland U.S. properties in California, New Mexico, Texas, Wyoming and Florida. Accommodations range from luxurious suites to comfortable spacious hotel rooms many with kitchenettes and our published rates range from \$60-\$750 per night.

**Parc Corniche
Condominium Suite Hotel**

6300 Parc Corniche Dr.
Orlando, FL 32821
(407) 239-7100
Contact: Judith Sarullo

One and two bedroom fully equipped suites. Located minutes from all Orlando major attractions. Free continental breakfast daily, free local phone calls, 18-hole championship golf course. NESRA members receive 25 percent off rack rates.

Pehrson Lodge Resort

2746 Vermilion Dr.
Cook, MN 55723
(800) 543-9937
(218) 666-5478
Contact: Steve Raps

Come, relax, and enjoy peace and quiet on Lake Vermilion at Pehrson Lodge offering 21 neat, clean, housekeeping cabins with sundecks, and lovely lake views. A 600-inch sand beach, May to August weekly fishing seminar, rental boats and mid-June to late-August children's program. Five percent NESRA cabin discount all season. For free color brochure, write Pehrson Lodge Resort, Box NESRA or call (800) 543-9937.

Port of the Islands Resort & Marina

25000 Tamiami Trail East
Naples, FL 33961
(800) 237-4173
(813) 394-3101
Contact: Susan Carmichael

Port of the Islands Resort & Marina, the only full service destination resort in The Everglades, offers NESRA members 50 percent off nightly room rates, based on availability, advance reservations required. Enjoy boating, fishing, scenic flights, swimming, tennis and more.

Quality Inn Kings Island

Conference Center
5589 Kings Mills Rd., P.O. Box 425
Kings Island, OH 45034-9999
(800) 227-7100
(513) 398-0970
Contact: Diana Hanna

Quality Inn Kings Island Conference Center, located across from Kings Island Theme Park, offers a 10 percent discount off regular room rates Friday and Saturday nights and a 15 percent discount Sunday-Thursday nights. (Discounts do not apply to poolside rooms, mini-suites, or suites, and this discount is not valid in conjunction with any other discount or promotion.) Advance reservations suggested and awarded based upon room availability. Call to request discount flyers.

**Quality Inn Oceanside
Resort & Spa**

1208 N. Ocean Blvd.
Pompano Beach, FL 33062
(305) 782-5300
Contact: Ted Caparell

NESRA members can enjoy their own oceanfront resort hotel & spa along an 800-foot beachfront centrally located between Boca Raton and Ft. Lauderdale.

Quality Suites Maingate East

5876 W. Irlo Bronson Mem. Hwy.
Kissimmee, FL 34746-4718
(800) 848-4148
(407) 396-8040
Contact: Susie Seward

Quality Suites Maingate East is a new all-suite hotel located two miles from Walt Disney World offering one bedroom and two bedroom/two bath units (sleep up to 10!) featuring living/dining area plus kitchen with microwave. Enjoy heated pools, whirlpool spa, free continental breakfast and manager's daily reception. Call for your NESRA Discount Card.

Quality Hotel-Orlando Airport

3835 McCoy Rd.
Orlando, FL 32812
(800) 824-2213
(407) 859-2711
Contact: Daniele Dow

Quality Hotel-Orlando, located 15 minutes from Disney, offers 340 guest rooms, a full-service restaurant, lounge, gift shop, game room, fitness center with sauna, steam room, exercise equipment, convenience store, kiddie pool, heated outdoor pool and whirlpool. NESRA year-round rates \$39.

Radisson Inn Sanibel Gateway

20091 Summerlin Rd.
Fort Myers, FL 33908
(813) 466-1200
Contact: Julia Revis

Your employees can "cool their heels" on the gulf coast of Florida starting at \$44 per night. Perfect location, two miles from Sanibel Island causeway, and five miles from Fort Myers Beach. Spacious guest rooms surround tropical courtyard with Olympic size heated pool and giant whirlpool. Call the hotel direct (813) 466-1200 to enroll your company in our "Employee Getaway Club."

Radisson Suite Resort**Hilton Head Island**

12 Park Ln.
Hilton Head Island, SC 29928
(803) 686-5700
Contact: Janie Treon

This all-suite hotel features 156 spacious suites most with fireplaces. Each suite offers a fully equipped kitchen. Complimentary continental breakfast, outdoor heated swimming pool, hot tub, complimentary lighted tennis courts, bike rentals and discounted green fees are some of the amenities available. NESRA discounts through February 28, 1994 \$45, March 1, 1994-October 30, 1994 \$84.

Radisson Plaza Hotel Orlando

60 S. Ivanhoe Blvd.
Orlando, FL 32804
(407) 425-4455
Contact: Lisa Schmidt

The newly renovated Radisson Plaza Hotel Orlando is a 336-room, full-service, deluxe hotel. The Radisson is ideally located just minutes from downtown, the International Airport and all of Central Florida's most exciting attractions.

Radisson Suite Hotel Oceanfront

3101 N. Highway A1A
Melbourne, FL 32903
(407) 773-9260
Contact: Anna Zander

The Radisson Suite Hotel Oceanfront is located on miles of open natural beaches with every suite offering a direct oceanfront view with private balcony, microwave, refrigerator, coffee pot, TV, VCR and electronic safe. Guests can also enjoy the heated pool, two spas, restaurant, lounge and pool bar. Call for NESRA rates.

Ramada Milford Plaza Hotel

270 W. 45th St.
New York, NY 10036-3901
(212) 869-3600
Contact: Christopher Tompkins

The Ramada Milford Plaza Hotel offers preferred corporate rates for NESRA members: \$85 single occupancy; \$90 double occupancy, along with complimentary continental breakfast and upgraded guest rooms.

Ramadas of TN/KY

c/o Ramada C.C. Hotel
160 Union Av.
Memphis, TN 38103
(901) 525-5491
Contact: Dan Camp

The Tennessee and Kentucky Ramadas extend healthy discounts to NESRA members—watch for special coupons.

Ramada Orlando Central

3200 W. Colonial Dr.
Orlando, FL 32808-8023
(407) 295-5270
Contact: Robin Boyd

Ramada Orlando Central is a three-diamond inn located on West Colonial Dr., centrally located to all major attractions and the Orlando Arena and Central Florida Fairgrounds. We offer 315 rooms and two sparkling pools and saunas. Free daily newspaper and coffee. We offer a \$38 rate for NESRA members valid through December 31, 1994 (excluding June 15-July 10, 1994).

Ramada Hotel Resort**Florida Center**

7400 International Dr.
Orlando, FL 32819-8234
(407) 351-4600
Contact: Brenda Knapp-Spencer

The Ramada Hotel Resort Florida Center is located within walking distance of International Drive's many shops and restaurants. The hotel features two pools (one covered and heated), Captain Brandy's lounge (nightly entertainment), restaurant, deli, playground, exercise room, tennis, basketball and shuffleboard. Just minutes from major attractions: Only eight miles from Walt Disney World's entrance; three miles from Sea World; and two miles from Universal. Children under 18 may stay free with parents. Call for NESRA room rates.

**Ramada Resort Maingate
at the Parkway**

2900 Parkway Blvd.
Kissimmee, FL 34747
(407) 396-7000
Contact: Mimi Vielhauer

Just 1.5 miles to Walt Disney World Resort, the Ramada Resort is an affordable family paradise offering 718 guest rooms and outstanding amenities to include one free-form pool with waterslide, heated pool, outdoor spas, and tennis courts. We have a children-eat-free program in our restaurant, deli and lounge.

Regal McCormick Ranch

7401 N. Scottsdale Rd.
Scottsdale, AZ 85253-3548
(800) 243-1332
(602) 348-5050
Contact: Robin Brin

This 125-room luxury resort located in the heart of Scottsdale, AZ is beautifully situated on Camelback Lake with 36 holes of championship golf and four tennis courts. Canoeing, sailing and paddleboats, heated pool and fabulous Southwestern restaurant—The Pinon Grill are available. Call for NESRA discount.

Residence Inn by Marriott

7975 Canada Ave.
Orlando, FL 32819
(407) 345-0117
Contact: Scott Zimmerman

Residence Inn offers NESRA discounts. All our suites include a complimentary extended continental breakfast buffet daily and a hospitality hour from 5-7 p.m. Monday through Thursday featuring beer, wine, soft drinks and snacks.

Rim Corp.

915 Seventeenth St.
Modesto, CA 95354
(209) 523-8331
Contact: Dean Cohan

Rim Corp. is a California-based corporation representing eight hotels. Six Best Western hotels: Mallard's Inn, Modesto; Pine Cone Inn, Merced; Harbor Inn & Suites, Sacramento; Placerville Inn, Placerville; Sonora Oaks, Sonora and Raffles Inn & Suites, Anaheim. Also representing the Discovery Inn, Sacramento and Holiday Inn, Auburn. Call for more information on each location.

Sheraton Inn Lakeside

7769 W. Irlo Bronson Mem. Hwy.
Kissimmee, FL 34747
(407) 396-2222 Ext. 7377
Contact: David Argabright

Sheraton Inn Lakeside, a 651-room resort one and a half miles from Walt Disney World's main gate, offers guests free use of paddle boats on our private lake, three pools, complimentary transportation to the Walt Disney World theme parks and kids 10 and under eat breakfast and dinner free when accompanied by paying adult. NESRA members will receive up to a 50 percent discount through the Vacation Magic Club (VMC). Subject to availability and VMC rates are noncommissionable. Call to enroll your company.

Sir Francis Drake Hotel

450 Powell St.
San Francisco, CA 94102
(415) 392-7755 ext. 2260
Contact: Charlotte Carlson

The Sir Francis Drake is a two star hotel with old world charm, nestled in the heart of Union Square in San Francisco and centrally located to all the major city attractions. Call to receive tremendous discounts by joining the "NESRA Escape Package."

**Summerfield Suites Hotel
Orlando**

8751 Suiteside Dr.
Orlando, FL 32836
(800) 833-4353
(407) 238-0778
Contact: Terri Caracuzzo

Beautiful one and two bedroom all-suite hotel features full-size kitchens, living rooms, private bathrooms, telephone lines and voice mail in each bedroom; Color TV in every room and a video player in each suite. Complimentary breakfast daily. Centrally located to all attractions. This new property offers 150 suites and complimentary transportation into Walt Disney World. NESRA discount 15 percent off rack rate subject to availability. This discount also applies to Summerfield Suites on International Drive.

Timberline Four Seasons Resort

P.O. Box 42891
Philadelphia, PA 19101-2891
(800) 392-0152
Contact: Kathy Saumure

Towering over the highest valley in the East, Timberline's Herz Mountain, in the Allegheny mountains of West Virginia, provides an entire spectrum of 1,000 foot vertical skiing ranging from advanced trails to Salamander Run, the longest ski trail in the South. Experience this rapidly growing exciting ski experience including live evening entertainment and genuine West Virginia hospitality. Contact Group Sales for customized special discount packages to fit the individual needs of a group.

Tricom Management, Inc.

1300 N. Kellogg Dr., Suite B
Anaheim, CA 92807
(714) 777-3700
Contact: Hal Wilson

We are a property management company that manages over 20 resort properties in the U.S. and Mexico. Before you go on your next vacation, call to check on our resorts. Up to 35 percent discounts for NESRA members on nightly rates, 60 percent discount for weekly rates at selected resorts.

Trigild Corporation

12555 High Bluff Dr.
Suite 330
San Diego, CA 92130
(619) 481-6767
Contact: Linda Caparro

Hotel Management Company whose hotels vary in size and facility has locations throughout California. Receive \$5 off current rack rate or better at each participating location.

Vagabond Inns

9605 Scranton Rd., Suite 800
San Diego, CA 92121
(800) 522-1555
(619) 455-1800
Contact: Rollee Ayers

The Vagabond Inns, a mid-price hotel chain with 37 inns throughout California and in Reno, Nevada, offer NESRA members a special "Gold Passport" program which provides a 10 percent discount, a 10th night free benefit and other free amenities. Call (800) 522-1555 for reservations and information.

Wilson Hotel Management Co., Inc.

1629 Winchester Rd.
P.O. Box 30185
Memphis, TN 38116-3513
(901) 346-8800
Contact: Vallie Bram

Wilson Hotel Management Co., is a hotel management company with limited and full-service hotels in PA, FL, MS, LA, TX, TN, AR, KY, SC and AL. They manage 11 Wilson Inns, five Wilson Worlds, seven Holiday Inns, one Holiday Inn Express and one Ramada Inn.

Wynfield Inns Orlando/Kissimmee

6263 Westwood Blvd.
Orlando, FL 32821-8016
(800) 346-1551 (Reserv.)
(407) 345-8000
Contact: Melissa Newman

Wynfield Inns offers affordability with style at two locations in the Orlando/Kissimmee area, both just minutes away from Walt Disney World Resort and exciting Central Florida locations. Both hotels feature complimentary coffee, tea and fruit, beautiful tropically landscaped grounds, and the hospitality and friendliness that will make your vacation a truly magical one. Identify yourself as an "INN CROWD" Member to receive up to a 50 percent discount year-round.

Merchandise

Action Products Int'l., Inc.

344 Cypress Rd.
Ocala, FL 32672-3102
(800) 874-9853 (for U.S. orders)
(904) 687-2202
Contact: Danielle Tyrell

Action Products Int'l., Inc. employee store and corporate identity specialists, imports and manufactures toys, souvenirs, novelties, sportswear, model kits, gifts and books. We offer T-shirts, sweats, caps, totes, patches, raincoats, buttons, pens, pencils, coffee mugs, magnets, frisbees, incentives with your logo or event! Lowest prices.

Aris-Isotoner, Inc.

365 Calle Alcazar
Walnut, CA 91789
(714) 595-1855
Contact: Jill Mattera

Aris-Isotoner, Inc. offers ladies' and men's Isotoner gloves and slippers (children's sizes also available) to NESRA members. Umbrellas are now also available. Minimum order of \$100 per category is required.

Auto-Shade, Inc.

609 Science Dr.
Moorpark, CA 93021
(800) 346-9453
(805) 531-0400
Contact: Karen Swenson

A full line of travel accessories and sun protection items, including automobile organizers; pillow-blankets; thermal bags; cellular phone accessories; sunshades; glare reducers; winter windshield covers; and steering wheel covers are available from Auto-Shade, Inc.

Bantam Doubleday Dell Publishing Group

1540 Broadway, 16th Flr.
New York, NY 10036-4021
(800) 223-6834 ext. 9811
(212) 782-9811 in NY
(212) 782-8904 FAX
Contact: Polly DeFrank

Bantam Doubleday Dell Publishing Group offers best-selling books from the nation's hottest authors at a discount to NESRA members. They can supply your organization with special merchandise

flyers for your employees and/or provide you with ideas for employee recognition/ gifts, and motivational books for health and fitness programs. All orders are shipped in bulk to one location (free freight).

Blue Mountain Arts, Inc.

P.O. Box 4549
Boulder, CO 80306
(800) 525-0642
(303) 449-0536
Contact: Winnie Sanders

Blue Mountain Arts, Inc. offers all-occasion and seasonal greeting cards, poetry books (softcover/hardcover), calendars (12 and 16 month), prints, bookmarks, and mugs.

Burnes of Boston Terragraphics, Inc. Showbox Photo Viewer

225 Fifth Ave., Suite 929
New York, NY 10010
(212) 685-3950
(212) 447-5171 FAX
Contact: Myrna Zarrell

Burnes of Boston is the largest frame and photo album manufacturer in the U.S. Terragraphics is an upscale line of fine photo frames. Showbox Photo Viewer is a revolutionary new way to store, share and display photos. Showbox holds from 10-40 photos. Special discounts and dating programs available for all employee stores.

Century Products Co.

9600 Valley View Rd.
Macedonia, OH 44056-2096
(216) 468-2000 ext. 379
Contact: Carol Helminski

Century Products Co. is a manufacturer of juvenile products, such as toddler car seats, infant car seats, strollers, walkers, high chairs, swings, infant carriers, toys, bath items, mobiles, etc.

Cherry Hill Furniture Carpet & Interiors

P.O. Box 7405
Furnitureland Station
High Point, NC 27264
(800) 328-0933
(800) 888-0933
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 elegant brands of furniture. Nationwide in-home delivery is available.

Consumers' Buyline, Inc.

100 Sitterly Rd.
Clifton Park, NY 12065
(518) 383-5950
Contact: Andrew Doyle

Consumers' Buyline, Inc. brings together thousands of individual consumer-members to improve their standard of living by helping them secure substantially lower prices on a variety of items. Call Andrew Doyle for more detailed information on our vast amount of services and products.

Corporate Jewelers

12900 Preston Rd., Suite. 815
Dallas, TX 75230
(214) 980-0818
Contact: Adam Cherwitz

Corporate Jewelers are manufacturers, importers and wholesalers of fine jewelry offering consignment programs to company stores and on-site jewelry sales. They have a large inventory of diamond, precious, semi-precious and 14K gold jewelry and specialize in great service, fine quality and tremendous savings.

CSC Marketing

3815 Timms St., Suite 306
Tyler, TX 75701
(903) 534-8778
Contact: Bill Martin

CSC Marketing offers merchandise including jewelry, telephones, watches, TVs, stereos and more.

David J. Selznick Group

100 W. 94th St., Suite 24E
 New York, NY 10025-7013
 (212) 866-1441
 (212) 866-1442 FAX
 Contact: David Selznick

The David J. Selznick Group specializes in discount sales to employee stores, employee groups and associations. We will ship on memo for evaluation and for stock, on request on a corporate letterhead, a selection of gold tone designer jewelry and gold over silver and 14K gold jewelry. We have rings which retail for \$10 and \$1,000. Products include rings, bracelets, pendants.

Dayspring Greeting Cards

P.O. Box 1010
 Siloam Springs, AR 72761-9987
 (800) 944-8000
 Contact: Russell Odell
 Gene Sullivan

Receive a 50 percent discount on all stationery products including Christmas boxed cards, everyday boxed cards, packaged note cards, calendars, a full line of greeting and seasonal cards. Call (800) 944-8000 and ask for the special market department.

Encyclopaedia Britannica

6200 N. Hiawatha, #625
 Chicago, IL 60646-4309
 (312) 545-5538
 Contact: David Hansen

Members receive 8-14 percent off the retail price of Encyclopaedia Britannica, the great books of the Western World and other educational related merchandise. For group discount information, contact David Hansen at (312) 545-5538.

Entertainment Publications, Inc.

2125 Butterfield Rd.
 Troy, MI 48084-3423
 (313) 637-8400
 Contact: Kelly Green

Entertainment Publications, Inc. publishes Entertainment and/or Gold C Saving Spree coupon books in over 100 U.S., eight Canadian, and seven foreign markets. Its books contain hundreds of two-for-one offers for local dining, movies, special events, sports, hotels, and more. Entertainment provides its products to nonprofit fund-raising groups and to employee groups on consignment, with no deposit or risk. Groups pay for only the books they sell. The company also designs and publishes custom and premium products for corporations.

**Fannie May Candies/
Fanny Farmer Candies**

1137 W. Jackson Blvd.
 Chicago, IL 60607-2905
 (312) 243-2700 ext. 401
 Contact: Greg Percival

Fannie May and Fanny Farmer Candies offer NESRA members 20-35 percent discounts on their candy and gift certificate purchases. These discounts are good year-round. The perfect gift for Christmas, birthdays, or any special occasion. Great for fund-raising!

Federal Printing Co.

270 Farmington Ave., Suite 305
 Farmington, CT 06032-1909
 (800) 733-6127
 Contact: Leon Davidoff

Federal Printing Co. offers fine wedding invitations, social stationery, bridal boutique items, matches, napkins, birth announcements and holiday cards at a 40-50 percent discount to your employees.

Frito-Lay, Inc.

7701 Legacy Dr.
 Plano, TX 75024
 (214) 334-4927
 Contact: James Hilliard

Gear For Sports

9700 Commerce Pkwy.
 Lenexa, KS 66219-2402
 (800) 423-5044
 (913) 888-0535
 (913) 888-4273 FAX
 Contact: Kirk Kowalewski
 Kelly Kutey

Gear For Sports offers a complete line of high quality sportswear: T-shirts, shorts, sweatshirts, polos, jackets, outerwear and warm-up suits. We embroider or silkscreen these garments with your company name, logo or create a custom design just for you.

Group Discounts

P.O. Box 669
 Bethel Park, PA 15102-0669
 (412) 831-4819
 Contact: Jack Muse

Group Discounts offers magazine subscriptions to employee groups at low group discount rates. The low rates apply to both new and renewed subscriptions.

Hanover-Bostonian Shoe Co.

520 S. Broad St.
 Kennett Square, PA 19348
 (215) 444-6550
 Contact: Jay Allie

Hanover-Bostonian Shoe Co. offers special savings of 50 percent on its famous "Sportech" athletic footwear. Contact Hanover to set up a program for your employee store, direct discount program or incentives for the company fitness and wellness program.

Happy Discount Plans

P.O. Box 306
 2353 Apple Valley Dr.
 Howard, OH 43028
 (800) 798-2594
 (614) 890-2654
 (614) 890-2664 FAX
 Contact: Howard Cherry

Happy Discount Plans offers AT NO COST to the Employer: 1) 50 percent off regular room rates at over 2,000 hotels/motels nationwide; 2) 50 percent off on eyeglasses and contacts; 3) Prescriptions at wholesale prices less 10 percent, from local pharmacies. Call for free information.

Henry Rosenfeld Luggage**Div. of Badanco Enterprises, Inc.**

80 Seaview Dr.
 Secaucus, NJ 07094
 (201) 348-8900
 Contact: Peter Citti

Henry Rosenfeld Luggage offers a full line of designer luggage and totes. From soft-sided nylon to full-framed tweed sets at discounts of up to 60 percent. We feature designer luggage by Pierre Cardin, Oscar de la Renta, Gloria Vanderbilt, Sergio Valente and our own in-house Frequent Traveler line.

**Inventive Incentive
Advertising Co., Inc.**

One Bridge Plaza, Suite 400
Fort Lee, NJ 07024
(201) 592-5039
Contact: Lawrence Stewart
Mindy Stewart

Free! We specialize in creating a custom-made discount card program for employees of large organizations, throughout the U.S. This valuable perk entitles all your employees to pre-arranged discounts from a variety of businesses in your area. This exclusive card is given free to your company and your employees. Great perk! No work! Just distribute cards!

Jacobs Trading Company

901 N. Third St.
Minneapolis, MN 55401-1016
(612) 349-2300
Contact: Ralph Klein

We are wholesalers of excess inventories and overstocks. We buy entire inventories of major brandname housewares, giftware, hardware, electronics, etc. We also use these inventories for premium programs.

Keepsake Portraits

2500 E. Park Blvd., Suite T-4
Plano, TX 75074
(800) 472-5388
Contact: Trent Emmons

Your organization can raise money by offering your employees and their families a beautiful professionally photographed 10" x 13" family portrait free. Call now to set this program up for your organization. It's fun, it's easy, and we guarantee it.

Klein Jewelry Co., Inc.

53 W. 23rd St.
New York City, NY 10010
(212) 691-1335
Contact: Stewart Klein

Choose from 10K and 14K ladies' and men's rings. Price points below \$200 retail with diamonds, precious and semi-precious stones.

**North American Marketing Corp.
(NAMCO)**

100 Sanrico Dr.
Manchester, CT 06040-2225
(203) 649-3666
Contact: Gary Tampone

NAMCO Toy Wholesalers has specialized in toys for corporate children's Christmas parties for 30 years. Case lot sales only; all at low wholesale pricing.

P.F. Collier, Inc.

1315 W. 22nd St., Suite 250
Oak Brook, IL 60521
(708) 368-0011
Contact: Jacquelyn Chernesky

P.F. Collier, Inc., a subsidiary of Macmillan Inc., offers special employee product packages of Collier's Encyclopedia along with many of our other educational textbooks, reference books, learning kits and games. We also provide fund-raising opportunities for corporations.

Perks Unlimited, Inc.

153 Main St.
Sayville, NY 11782-2539
(800) 727-3757
Contact: Robert Dow

Perks Unlimited, Inc., a national/international supplier of Corporate Rate Savings Cards, will provide these cards to NESRA members at no cost whatsoever. With these cards, NESRA members can enjoy savings at local and national businesses throughout the country. Call us today for this free perk.

Porter Wallace Corp.

135 West 29th St.
New York, NY 10001
(212) 244-0088
Contact: Gary Brill

Porter Wallace supplies merchandise to NESRA members for picnics, Christmas parties, blood drives, company stores, fund-raisers, sales meetings and special promotions. Their items range from tote bags, water bottles, umbrellas, stuffed animals to toys, fragrances, watches, seasonal items and name brand closeouts to non-printed and imprinted items and much, much more.

Price Company

P.O. Box 85466
San Diego, CA 92186
(619) 496-6930
Contact: Erin Padilla

Price Club, the original membership warehouse club, has been providing a valuable employee benefit for over 17 years. With over 90 locations, your employees can take advantage of our buying power to buy brand-name merchandise at substantial savings—at no cost to you.

Revlon, Inc.

2182 Route 35
Holmdel, NJ 07733-1199
(203) 795-8386
Contact: Ken Campbell

Prestige Fragrance & Cosmetics, Inc. offers famous name brands, delivered factory direct, with savings up to 75 percent off on men's and women's fragrances, skin and haircare products, and much, much more!

R.J. Spencer Associates, Inc.

9825 W. Sample Rd., Suite 203
Coral Springs, FL 33065-4040
(305) 345-8991
Contact: Marsha Kaye

R.J. Spencer Associates is an advertising company working with organizations throughout the nation offering complimentary discount card programs to all employees. Through a joint effort, the merchants in your community will offer the employees of your company a discount on their merchandise or services. There is no charge to your company or employees. Your only obligation is to distribute the cards.

See's Candies

3423 S. La Cienega Blvd.
Los Angeles, CA 90016-4401
(800) 877-7337
Contact: Rosemary Robinson

See's Candies offers fresh quality boxed chocolates and candies available for employee group and association purchases, employee stores, corporate gifts and incentives, and employee association fund-raising. Gift certificates and many items available all year. Holiday specialties for Valentine's Day, Easter and Christmas are also available.

Swersey's Chocolates and Gifts
54-01 Grand Ave.
Maspeth, NY 11378-3096
(718) 497-8800
Contact: John Swersey

Swersey's Chocolates special group buying plan provides the finest quality candies, nuts, cookies, and gifts at wholesale prices for your association to offer as a valuable savings to your employees, or as a fund-raiser during the gift-giving Holidays (Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day).

Texas Instruments Consumer Products Div.—Employee Stores
P.O. Box 650311, M/S 3910
Dallas, TX 75265
(214) 917-7338
Contact: Joe Spinelli

Texas Instruments offers discount programs to employee clubs and stores on all TI calculators and educational toys which range in use for ages from six months to teens. We also offer a direct mail club program in which the club will participate in the proceeds of the sales.

TransAmerica Mailings, Inc.
6864 Engle Rd.
Cleveland, OH 44130
(216) 826-1900
Contact: A.S. Katz

Our Insider's Discount Shopping Club offers discounts up to 50 percent on over 275,000 brand name items from hundreds of leading manufacturers (for example, G.E., Maytag, Black & Decker, Sony, RCA, etc.). Also, we provide catalogs featuring women's apparel, cosmetics, watches and jewelry.

Unitrade Marketing Group, Inc.
1107 Broadway, Suite 210
New York, NY 10010
(212) 366-1400
Contact: Carl Hyman

Unitrade Marketing Group, Inc. offers brand name close-out toys—tremendous savings on well-known brands, also sporting goods, health and beauty aids, and other general merchandise.

Universal Int'l. Inc.
5000 Winnetka Ave N.
New Hope, MN 55428-4231
(800) 634-8349 Ext. 247
Contact: Morrie Wilf

Vi-Tel Electronics
100 Hollister Rd.
Teterboro, NJ 07608
(201) 440-8700
Contact: Janet Pincus

Vi-Tel Electronics, a wholesale distributor of consumer electronic products in the country, can act as a one-stop source for your employees' needs. We can offer savings up to 70 percent off manufacturer's suggested retail on such brands as BASF, Casio, Code A Phone, Koss, Phonemate, N.W.Bell, Quasar Record-A-Call, Samsung, S.W.Bell, Smith Corona Selectronics, and Uniden Teac. These items are offered to employees in a printed employee sale brochure distributed by the employer. Products are dropped-shipped to each employee by Vi-Tel Electronics. Employee store managers are encouraged to inquire about bulk sales.

Waterman Pen Company
101 Huntington Ave.
Boston, MA 02199
(800) 752-0652
Contact: Daniel Triot

For over 100 years, Waterman has produced the finest writing instruments such as fountain pens, ball pens, pencils and roller balls. The pens are available for your employee store, awards, recognition and business gifts and can be tastefully customized with your company logo.

Wisconsin Toy Company
710 N. Plankinton Ave.
Milwaukee, WI 53203
(800) 677-7780 ext. 2864 or 2896
Contact: Helene Johnson
Nancy Boebel

For over 50 years Wisconsin Toy has been supplying more toys for less money to charities, employee stores, corporate special events, fund-raisers and nonprofit organizations. Wisconsin Toy, through its wholesale and retail subsidiaries, sells first-quality brand name toys at 30-70 percent off regular prices.

Photofinishing

Employee Photo Service, USA/ FUJI TruColor Service

514 S. River St.
Hackensack, NJ 07601
(800) 524-1027
(201) 807-9129
Contact: Tom Kearns

Employee Photo Service, USA/FUJI TruColor Service offers the most personalized discount employee film developing service to all size companies. Employee Photo Service also features our annual photo contest, blood drive promotions and photographers for association functions. Find out why we say, "Employee Film Developing...and much more!"

Konica Quality Photo
P.O. Box 2011
Portland, ME 04104
(207) 883-7325
Contact: Richard Hauser

Konica Quality Photo, the nation's second largest wholesale photofinisher, offers its customers outstanding quality and service on film developing at low everyday prices. Konica also offers a total package of high quality imaging products including cameras, film and minilab/microlab programs. We put it all together for you and your employees.

Qualex Inc.
3404 N. Duke St.
Durham, NC 27704-2199
(919) 383-8535
(919) 382-2406
Contact: Thomas Mewhirter

Qualex, America's largest film developer, provides full processing services. Qualex is the exclusive provider of KODALUX processing services under license from Eastman Kodak Company. Additional services include Photo Galaxy systems, Photo CD transfers, and on-site processing.

Specialty/ Professional Services

American Health Consultants

P.O. Box 740056
Atlanta, GA 30374
(404) 262-7436

Contact: Carrie Milgrim

American Health Consultants publishes *Employee Health & Fitness*, a monthly newsletter devoted to reporting the most innovative and cost-effective health promotion programs to reduce health care costs, increase productivity and lower absenteeism.

Direct Buyline, Inc.

Two Ridgedale Ave.
Cedar Knolls, NJ 07927
(201) 292-1745

Contact: Ron Morehouse

A direct mail company specializing in being unique and offering value-oriented programs to employees of corporations.

Employee Printing Services

P.O. Box 248
Bedford Park, IL 60499-0248
(800) 323-2718

Contact: Mary Milbradt

Employee Printing Services offers wedding and social invitations and accessories, commercial stationery and holiday greeting cards. Our risk-free program provides your employees and company with an easy-to-use source for their printing needs at a 40 percent discount off retail. Sample albums are sent to NESRA companies at no cost for their employees' use. All ordering and payment is done by the employee directly with us. All work is 100 percent guaranteed.

Energy Innovations, Inc.

Courthouse Plaza S.W., Suite 700
Dayton, OH 45402
(513) 461-8428
Contact: Dona Canaan

Energy Innovations, Inc. introduces TicketVendor, an automated discount ticket selling system that increases ticket sales, reduces handling costs and is always open for business, even at three-shift facility locations. TicketVendor automatically keeps track of sales and stocking levels. It simplifies inventory management by remotely transmitting restocking information from TicketVendors located at remote facilities to a central coordinating site.

J.B. Benton Advertising

120 Sylvan Ave.
Englewood Cliffs, NJ 07632-2501
(201) 592-1510
Contact: Thomas Feely

Kessler Financial Services

855 Boyston St., Sixth Fl.
Boston, MA 02116-2622
(800) 262-6628 ext. 6092
Contact: Karen Cox

Kessler Financial Services (KFS) is a nationwide marketing company offering the competitive NESRA Credit Card. TNFS and MBNA America also offer other financial benefits to member organizations and companies.

McNabb & Associates

121 West 27 St.
New York City, NY 10001
(212) 989-7877
Contact: Charlene Green

McNabb & Associates provides a full range of destination management, corporate meeting and event planning services. We specialize in serving corporate, convention and meeting managers and special interest group organizers, and offer expertise in arranging promotional campaigns and product launches. Our special events work consists of custom designed theatre and arts programs including opening night galas and film premieres.

Perfect Image Photographics®

515 Airport Rd., Suite 11
Chattanooga, TN 37421
(800) 277-6453
Contact: D. Frank Chambers

Perfect Image Photographics® offers NESRA members a family-oriented employee portrait benefit program, which will grow in value and is ideal for long-term employer/employee goodwill, with minimal time requirements and virtually no cost to the company.

Pocono Picnic Company

Pocono Mountains
8C1, Box 1
Reeders, PA 18352
(800) 648-4-FUN
Contact: Howard Gordon

Specializing in company picnics and outings, this company offers catering for groups from 100-10,000. Amenities include a scenic 40-acre lake with fishing and boating, 21 tennis courts, two Olympic-size pools, five softball fields, five basketball courts, four beach volleyball courts, and miniature golf. Also 25,000 sq. ft. of indoor meeting facilities.

Print U.S.A.

P.O. Box 2009
Hazleton, PA 18201-0675
(800) 538-1585
Contact: Franklin Silcox

Psych/Care, Inc.

2850 Douglas Rd.
Coral Gables, FL 33134
(305) 460-2330
Contact: Jan Connelly

Psych/Care, Inc. offers Employee Assistance Programs, Managed Behavioral Health Care Services and Drug-Free Workplace Systems.

Source One Mortgage Services Corp.

3320 Data Dr., Suite 100
Rancho Cordova, CA 95670
(800) 736-0550 ext. 111
Contact: Alice Clarke Roe

Source One Mortgage's Gold Key Employee Mortgage Program offers substantial discounts on closing costs for purchase and refinance transactions. The program is available nationwide, with customer service advantages including five day appraisals and 14-day underwriting decisions.

Total Financial Group, Inc.

11711 N. Meridian, Suite 602
Carmel, IN 46032
(317) 843-5880
Contact: Ray Blunk

Total Financial Group Inc. offers a generic educational workshop that is designed to help people prepare for retirement. Students learn about maximizing pension options, lump sum distributions, investments, asset allocation and much more. A conservative approach to retirement planning.

Waddell & Reed, Inc.

2880 Zanker Rd., Suite 201
San Jose, CA 95134
(408) 434-9311
Contact: Rosalind Englade

Waddell & Reed, Inc. is a national financial service organization dedicated to serving the financial planning needs of individuals, families, businesses, and organizations. To assist the individuals in your organization in planning for their own financial future, whether it be for retirement, a college education, or other financial goals, Waddell & Reed will present a free, educational money management seminar. We also provide financial counseling for employees leaving the organization due to staff reductions and retirement.

Sporting Goods

Hillerich & Bradsby Co., Inc.

P.O. Box 35700
Louisville, KY 40232-5700
(502) 585-5226
(502) 585-1179 FAX
Contact: Susan Riney Clark

Hillerich & Bradsby Co., Inc. is the manufacturer of Louisville Slugger® baseball/softball wood/aluminum bats, fielders' gloves, equipment, accessories and Power Bilt® golf clubs, equipment and accessories. Write or call for more information.

National Rifle Assoc. of America

1600 Rhode Island Ave., N.W.
Washington, DC 20001-1633
(202) 828-6152
(202) 828-6153
Contact: Ed Andrus

The National Rifle Association of America extends technical assistance to individuals

and groups wishing to start or enhance recreational shooting programs. These programs span across many firearm interests such as gun safety, marksmanship, collecting, sanctioned competitions (leagues, tournaments and affiliated clubs), rifle and pistol, hunting, etc.

Treads & Threads

3227 Commander Dr. #101
Carrollton, TX 75006
(214) 713-6262
Contact: Jack Cheatham

We offer a full selection of nationally known brands of athletic shoes, apparel and sporting goods at substantial savings from retail. Merchandise can be bought from catalog pages, in-store displays or a scheduled sales event at your company location.

Sportswear

Blackbird Int'l.

1333 E. University Dr.
Tempe, AZ 85281-4216
(800) 272-7171
(602) 966-7384
Contact: Erin O'Leary

Blackbird Int'l. produces high-tech, state-of-the-art aviation graphics screened onto apparel, wall graphics and ceramic mugs. Seven separate collections feature aircrafts from WW II to Space. Wholesale pricing with quantity discounts available.

California Custom Design

127 Press Ln.
Chula Vista, CA 91910
(619) 476-0200
Contact: David Chaffee

California Custom Design provides quality screen printed and embroidered T-shirts and sportswear. Our art department can do custom jobs for your promotions and special events. Our proprietary lines include aerospace and beach designs. NESRA members receive a 20 percent discount.

J.R. Specialties, Inc.

6530 W. Glendale Ave. #100
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Travel: Airlines/Cars/ Cruises

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Contact: Richard Rhode

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Contact: Jay Campbell

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6301 Ivy Lane, Suite 710
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(800) 331-1212
(301) 441-3481
Contact: James Mitchell

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Contact: Nicole Nance

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Contact: Evelyn Camp

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Miami, FL 33126
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Contact: Bob Caldarone

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3561 N.W. 53rd Ct.
Ft. Lauderdale, FL 33309-6344
(800) 42-NESRA
(800) 327-SHIP
(305) 739-SHIP
Contact: Gene Stewart

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Norfolk, VA 23510
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Contact: Joan Heikens

Spirit Cruises, Inc. offers sumptuous dining, energetic dancing and an exciting musical show aboard luxury lunch, brunch, dinner and moonlight cruises. Spirit ships operate in Boston, Baltimore, Chicago, New Jersey, New York, Norfolk, Mount Vernon, Philadelphia, Puget Sound and Washington, D.C. Special discounted prices for groups of 20 or more.

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608 Fifth Ave.
New York, NY 10020-2303
(212) 969-5734
Contact: Anita Segal

Swissair offers all NESRA members active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

The Freedom Card

1030 W. Int'l. Speedway Blvd.
Suite 210
Daytona Beach, FL 32114
(800) 428-2929
(800) 955-0009
Contact: Lucinda Hill

The Freedom Card directory offers great discounts on travel, such as 50 percent off at nearly 500 hotels nationwide and discounts at popular attractions, car rentals, campgrounds, restaurants, and shopping. The Freedom Card's exclusive travel hotline offers its subscribers a 5 percent discount on major airlines, great getaway specials and spectacular cruises at bargain rates. Low annual fee.

Travel Information/ Agencies

AustroTours/Austria Ski

1535 W. Loop S. 319
Houston, TX 77027-9509
(800) 333-5533
(713) 960-0900
(713) 960-8966 FAX
Contact: Dorothea Rasser

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Englewood, CO 80110
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(303) 783-9116 FAX
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Poulsbo, WA 98370
(800) 767-1938
(206) 779-5113
Contact: Billy Wages

Heritage Golf Tours—Scotland is a high quality, low overhead company dedicated to providing affordable golf tours to Scotland, "Home of Golf." We offer 7, 10, 14, and 21-day packages that include everything including tee times. Call (800) 767-1938 for a color brochure. In Washington State call (206) 698-1938.

Kissimmee-St. Cloud Convention & Visitors Bureau

P.O. Box 422007
Kissimmee, FL 34742-2007
(800) 333-KISS (Reserv.)
(800) 831-1844 (U.S.A. & Canada)
(407) 423-6070 (Orlando)
(407) 847-5000
Contact: Lori Driscoll

Kissimmee-St. Cloud Convention & Visitors' Bureau is a central Florida destination promotion agency representing over 124 hotels/motels and 30 campgrounds outside of the main entrance to Walt Disney World and close to many other central Florida attractions. Consumer information is available.

Lake Havasu Area Visitors & Convention Bureau

1930 Mesquite Ave., Suite 3
Lake Havasu City, AZ 86403-5772
(800) 242-8278
(602) 453-3444
Contact: Brenda Samchuck

The Lake Havasu Area Visitor & Convention Bureau is happy to provide information on the city, area attractions and amenities. A lakeside desert resort community, Lake Havasu City is America's home for the London Bridge, golf, shopping and water recreation.

Las Vegas Convention & Visitors Authority

3150 Paradise Rd.
Las Vegas, NV 89109-9096
(702) 892-0711
Contact: JoAnn Jose

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(407) 839-1570
Contact: Karen Pitcherello

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Englewood, CO 80112-2332
(800) 283-2754
Contact: Craig Cook

Organizers, Etc., Inc. specializes in ski, golf, scuba, rafting, biking, cruises, sailing and other complete active sports travel packages throughout the world for individuals, families, or groups. NESRA members receive additional discounts on all bookings. Call your in-house representative or Organizers, Etc. directly for customized packages. ANY SEASON—ANY REASON—ANYWHERE IN THE WORLD!

Orlando/Orange County Convention & Vis. Bureau

7208 Sand Lake Rd., Suite 300
Orlando, FL 32819-5273
(407) 363-5800
Contact: Bob Moquin

This full-service convention & visitors' bureau represents attractions, hotels, transportation companies and other tourism-related businesses throughout central Florida. Write or call for free visitor information including a free Official Visitors' Guide and a discount Magicard.

Outland Adventures

P.O. Box 16343
Seattle, WA 98116
(206) 932-7012
Contact: Dan Clarke

Outland Adventures offers NESRA members group rates on their sea kayaking, biking, trekking and cultural van tours to Mexico, Costa Rica, Belize, S.E. Alaska and Canada. Trips for ages 7-70. Free brochure available.

Siskiyou County Visitors Bureau

248 Anderson St.
Yreka, CA 96097-3423
(800) 446-7475
Contact: JoAnn Rucker

Trans Global Tours, Inc.

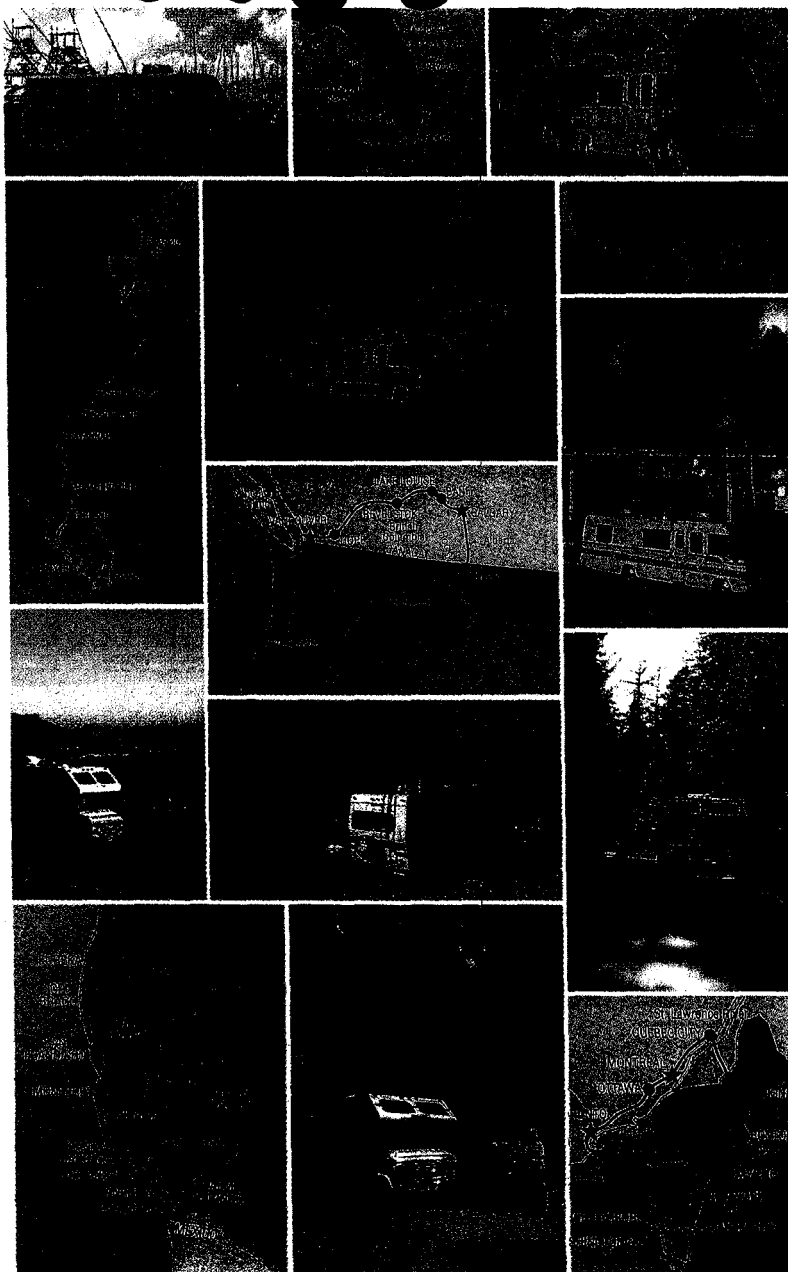
8200 Normandale Blvd., Suite 504
Minneapolis, MN 55437-1098
(800) 328-6264
Contact: Jeannette Kay

Trans Global Tours is a major tour operator specializing in inexpensive, high quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

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The Advantages of *Employee* *Associations*

Employee groups in many organizations have realized financial and autonomous benefits to becoming an employee association. Read on to see how starting an association can enhance your situation.

by Jeff McCall, CESRA

Congratulations, you have just received the responsibility of managing all of the company's recreational, leisure, social activities as well as discounted services for your work location.

As a full-time recreation specialist or as a multi-hatter or volunteer you are aware of the employee volunteer network that is established within your company. This employee volunteer network has coordinated the company's recreation activities in the past.

During a goals and objectives meeting with a number of employees that volunteer their time, it was suggested that an Employee Association be formed.

Defining an Employee Association

An employee association is an organization that is comprised of a group of interested employees that want to plan, coordinate and evaluate organized activities, events, excursions, programs and discounted item sales to their fellow employees in a structured format that is supported by company management.

The basic framework of an employee association is that there must be some means of determining authority in order for decisions to be made.

All organizations require basic rules, known as the constitution, bylaws or both. This combined with a mission statement that clearly states the intent of the organization will provide the framework for a successful association.

The bylaws are used as tools to build the foundation of the association. Commonly found in bylaws are:

- The name of the organization
- The association's goals and objectives
- Description of general and honorary membership
- Membership dues, responsibilities and privileges with a membership
- General and Board of Director meetings
- Board of Director's responsibilities and functions
- Membership of Board of Directors
- Officers of the association
- Committees, functions and responsibilities
- Fiscal, accountability and auditing
- Amendment to the bylaws

Now that we know what an Employee Association is, how are we going to form one?

Forming an Employee Association

Your first step in building an employee association is to obtain the commitment from your company management to support this new organization. It is suggested that you solicit the support of a senior manager that is already involved in employee activities. His/her role will be to provide you with a communication link to upper management's strategic plans and input on sensitive issues. An invitation to be on the Board of Directors would be very beneficial in the development of the association during the first year of your organization.

Next you would want to have representation from all units of your company. Using your already existing employee volunteer network, select key motivated and concerned employees to serve on your Board of Directors representing each area of the company. Union representation should be included in the formation of your association if required.

Elections will be held to elect the four officers of the association: the president, vice president, secretary, and treasurer. The term of the officers should be for one year and are not to be successive. Your position and the management position should be ex-officio, with no voting privileges.

The next phase of your development would be to obtain monies to fund your association. These funds can be provided by the company or entirely by employee membership dues or a combination of the two.

Revenue can be produced by membership fees, facility rentals, activity participation fees and profits earned on discount item/services/ticket sales.

A financial decision must be made to determine if the association is going to operate as a nonprofit organization or for-profit organization. The question of incorporation will need to be examined. There are seven basic reasons to incorporate, some will affect the company and some the employee association. See below.

Seven Basic Reasons to Incorporate

1. The articles of incorporation make it quite clear where the authority is and what officers may utilize that authority.
2. Greater independence from the parent company is achieved by incorporating. Although still controlled by the parent company, decision making is made easier. The Board of Directors can make a decision, vote on it and take action, without waiting for further approval.
3. Ownership of property is possible within a corporate structure, where as in an association format ownership of property is not possible.
4. There is a need to limit company liability to civil damages resulting from recreation activities planned by the incorporated employee association. This does not relieve the company of liability in respect to Workmen's Compensation.
5. Liability of association officer is a reality if legal wrong doing by an officer can be established. But that exposure is about the same for the directors of corporation or non-incorporated associations.
6. Company income tax is a very sensitive issue that each company needs to discuss with its tax lawyers before making a decision on tax structure.
7. Nonprofit income tax exemption applies only to federal income taxes. There are some disadvantages to the tax exemption status, these include: eligibility for membership, sources of revenue, amounts and kinds of business activities.

Your final financial administrative responsibility will be to design a financial forecast of projected revenue and expense activities for the upcoming year. This financial plan will become your format for the operational budget for the year.

Guidelines for Meetings

Meetings of the Board of Directors should be held once a quarter to summarize the activities/events and to plan for the next quarter. A financial summary of all accounts should be presented for review and approval by the board. The fourth quarter meeting should be used to recognize the out-going officers and elect new officers. All meetings should be documented by the Secretary. The minutes of the meeting and the quarterly financial report should be sent to all board members as well as made public to the general membership.

A general meeting should be held at least once a year to invite the general membership to make comments on the activities/events and action of the Board of Directors for that calendar year. All comments should be documented and published. This meeting is an excellent opportunity to recruit new board members and brainstorm new ideas, programs and events.

Annual Goals and Objectives

The Board of Directors should conduct an annual strategic planning meeting to brainstorm ideas for association activities/events/excursions and item sales. The board might want to consider activities in professional sports, family and cultural topics. These activities will complement the club activities and intramural team sport leagues. Once the activities have been identified; start and finish dates, number of participants and the budget must be agreed upon and communicated.

Employee Clubs and Special Interest Groups

Employee clubs and special interest groups will become a vital part of the framework of your association. Each of these groups will provide you a specialized cross section of your general membership. Each group should have their own structured format: an elected leader, President or Event Coordinator to administer the club or event and financial plan to achieve. Some employee associations provide subsidy to support


the development of these special interest groups. All requests for financial subsidy should be presented to the Board of Directors and voted on for approval.

Employee Newsletter

The publication of an employee association newsletter is a great opportunity to capture the excitement of your employees participating in your planned activities. The newsletter can promote upcoming events and summarize past events, advertise promotional sale items and tell a heart warming story about a fellow employee or his/her hobby. Everyone wants to see his/her picture and name in the paper.

Why not start one Today!

The formation of the employee association will provide you the formal structure to organize your volunteer network into a well defined organization with established goals and objectives; internal and external communication network; a sound financial base; management commitment; employee buying power; national and regional discounted rates; high employee morale; company goodwill and community involvement.

The first employee recreation association was founded in 1894 with Metropolitan Life Insurance Company in New York. Why not celebrate our 100th anniversary and start your own Employee Association in 1994. 

Jeff McCall, CESRA, is fitness recreation specialist for Xerox Corporation in Leesburg, Virginia. McCall is on Employee Services Management's Editorial Advisory Committee and served as president of NESRA of Washington D.C. area chapter in 1992.

For more information:

Contact NESRA Headquarters if you would like to order a textbook which can help you begin an employee association, Operating Employee Associations: Providing Employee Services and Recreation Programs. The textbook is available for \$15.95 to NESRA members and \$20.95 to nonmembers. See ad on the inside back cover of this magazine for details.

Call NESRA Headquarters to request a free sample copy of the bylaws of Xerox Leesburg Recreation Association, Inc.

▼
**Employee
clubs and
special
interest
groups will
become a
vital part of
the framework
of your
association.**



*Tentative Conference
Program*

**NESRA's
53rd
Annual
Conference
and Exhibit**

*May 4-8, 1994
Hyatt Regency Hill
Country Resort
San Antonio, Texas*

WEDNESDAY, MAY 4

9:00 a.m.
Registration

9:30-11:30 a.m.
Foundation Board of Trustees Meeting

11:00-3:00 p.m.
Employee Store Marketing Seminar

11:45-12:45 p.m.
Regional Director Orientation

1:00-3:30 p.m.
Regional Council Meetings

3:45-5:00 p.m.
National Committee Meetings

5:00-5:45 p.m.
First Timers' Reception

6:00-6:30 p.m.
San Antonio River Walk
Buses will take attendees to San Antonio's famous River Walk where they can enjoy great restaurants, shopping and entertainment.

THURSDAY, MAY 5

7:00 a.m.
Fun Run/Walk

7:30 a.m.
Registration

8:30-9:30 a.m.
Regional Breakfasts

8:00-9:00 a.m.
Spouse's Continental Breakfast

9:00-2:00 p.m.
Spouse's Tour

9:45-11:15 a.m.
Conference Opening Session
• Welcome by 1993 Employer of the Year—Martin Goland
• Honoring 1993 NESRA President, David H. Baker
• Keynote Speaker

11:30 a.m.-12 Noon
Exhibitor Orientation

11:30 a.m.-12:30 p.m.

"Hot Topics" Workshops

- 1.) Work and Family Issues
- 2.) Retiree Services
- 3.) Community Service
- 4.) Dealing with Special Interests
- 5.) Surviving Downsizing

12:30-1:30 p.m.

Certification Lunch

(for certified members only)

LUNCH ON YOUR OWN

1:30-2:30 p.m.

Concurrent Sessions

- 1.) Presentation of 4th Textbook
- 2.) Becoming a CESRA/RVESRA
- 3.) Needs of 24-hour Workforce
- 4.) Work/Family Conflict
- CH*5.) How to Market Your Chapter
- ES* 6.) Properly Plan or Plan to Fail
- FH* 7.) Adding Life to Employee Wellness

2:30-5:00 p.m.

EXHIBIT HALL GRAND OPENING

5:30-6:00 p.m.

Buses depart for Fiesta Texas

FRIDAY, MAY 6

7:00 a.m.

Fun Run/Walk

8:00 a.m.

Registration

BREAKFAST ON YOUR OWN

8:00-9:00 a.m.

Spouse's Continental Breakfast

9:00 a.m.-3:00 p.m.

Spouse's Tour

8:00-9:00 a.m.

General Session

9:15-10:15 a.m.

Concurrent Sessions

- 1.) Powerful Promotional Materials
- 2.) Attracting Volunteers
- 3.) Summer Camp Done Right
- 4.) Providing Team Building Within Your Company Part I
- CH 5.) Leadership Development
- ES 6.) Catalog/Mail Order Programs
- FH 7.) Designing and Equipping a Fitness Center

10:30-11:30 a.m.

Concurrent Sessions

- 1.) Marketing and Promoting to Seniors
- 2.) Starting Up an Employee Association
- 3.) Negotiating Catering
- 4.) Providing Team Building Within Your Company Part II
- CH 5.) Developing Member Service Programs
- ES 6.) Loss Prevention
- FH 7.) Health Fairs

11:45-1:30 p.m.

MANAGEMENT LUNCHEON

1:45-2:45 p.m.

Special Interest Workshops

- 1.) Facilities
- 2.) Hospitals
- CH 3.) Chapter Presidents
- ES 4.) Employee Store
- FH 5.) Fitness Health

3:00-5:30 p.m.

Exhibit Hall Open

6:00-6:30 p.m.

Buses depart for Sea World

SATURDAY, MAY 7

7:00 a.m.

Fun Run/Walk

8:00 a.m.

Registration

8:30-9:30 a.m.

General Session

9:45-10:30 a.m.

Concurrent Sessions

- 1.) The Thrill of Victory
- 2.) Event Planning
- 3.) A New Way to Look at Safety
- 4.) Trends in Tournaments
- CH 5.) Planning a One-Day Conference

10:45-11:30 a.m.

Concurrent Sessions

- 1.) Employee Assistance Programs
- 2.) How to Handle Difficult People
- 3.) Surveying Your Employees' Interests
- 4.) Commuter Alternative Programs
- ES 5.) Employee Stores and ADA

11:45-2:00 p.m.

Exhibit Hall Open

LUNCH SERVED

2:30-3:45 p.m.

Workshops by Employee Size (open discussions)

- 1.) Under 1,000
- 2.) 1,001-2,499
- 3.) 2,500-4,999
- 4.) Over 5,000

2:45-4:45 p.m.

Board of Directors Meeting

6:45 p.m.

Reception

7:30 p.m.

DINNER AND ENTERTAINMENT

SUNDAY, MAY 8

9:15-10:15 a.m.

General Session

10:30 a.m.-12 Noon

CLOSING BRUNCH

*CH: Chapter Track

*ES: Employee Store Track

*FH: Fitness/Health Track

**Delegate Budget Information
for**

NESRA's 53rd Annual Conference & Exhibit

"Experience...San Antonio Style   "

May 4-8, 1994
(Wednesday-Sunday)

**Hyatt Regency Hill Country
San Antonio, Texas**

REGISTRATION FEES

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\$115 per night Guest Room (Single or Double)

**Call the Hyatt Regency Hill Country directly
and identify yourself as a NESRA member
to make your hotel reservations.**

Call (210) 647-1234

USAA Company Stores Present A Range of Offerings

by Mike Maroney



USAA constantly re-merchandises, adds and changes items so customers will peek at what's new.

The USAA Company Store operations are an intricate part of the overall employee support USAA (United Services Automobile Association) provides and that helps make it one of the top 10 companies to work for in America.

Serving more than 9,000 employees at USAA's 3.2 million square foot home office in San Antonio, Texas, the three USAA company stores provide a wide variety of items and services far beyond the usual facility of this kind. For instance, they offer lines of ladies' and children's clothing, sports-related clothing for men, jewelry, jewelry repair, floral arrangements, key-making,

cosmetics and many other products found in few company stores.

During the holiday season, there is a full Christmas Shoppe, and we regularly invite outside vendors in to sell specialty goods like athletic shoes and fine jewelry. In 1993, the stores expect to see about \$1.7 million in sales.

The Company Store actually has three locations within the USAA home office building. The main store, located in the center of the USAA building, is 3,000 square feet. A store at the south end occupies about 1,000 square feet of space, and a third location in the north end of the building is the smallest at 500 square feet. A fourth location will open in December 1994 in the

▼
**USAA finds
its stores
help attract
qualified
employees.**



The main USAA Company Store, located at the center of the USAA building is 3,000 square feet.

450,000 square foot Financial Services Building now under construction on the USAA grounds. That store will have 1,500 square feet of space.

These are all self-serve operations with store personnel behind the counter to offer assistance in special orders, answer questions about merchandise and ring up sales. The stores are open from 8:30 a.m. to 3:30 p.m. Monday through Thursday, and 8:30 a.m. to 2 p.m. on Friday. We close early on Fridays because most USAA employees have a four-day work week and a majority of them have Fridays off.

Delivering Quality Service

Another outstanding feature of the USAA Company Store is the high level of service we feature—the way we take care of the USAA employee. In quarterly surveys we conduct, store personnel consistently rate 4.3 to 4.5 on a scale of 5 relating to friendliness and eagerness to help. That staff is comprised of nine full-time and 12 part-time employees.

In an environment where you are dealing with the same people day after day, a customer can carry a negative experience for a long time. But in our case, USAA Company Store customers are very forthcoming in their appreciation. This is also attributed to the strong commitment from senior management at USAA to maintain the stores for the convenience and morale of the employees.

In addition, we try to stay attuned to our customers' wants and needs, keeping them involved in decisions as to what the Company Store can and will carry. If enough of our customers want a product, we will strongly consider putting it into our inventory.

Peaking Employees' Curiosity

What keeps employees interested in visiting the Company Store is convenience and selection. With three Company Store operations, one is always located near employees. Each is close to a cafeteria to take advantage of the traffic flows during lunches and breaks. Occasionally we allow outside vendors to set up shop outside of each store. This contributes to the traffic into our stores.

We are constantly re-merchandising, adding and changing items so that customers will come in to see what's new. We visit the Dallas Gift Market and the Dallas Apparel Mart like a normal retailer, but try to avoid getting locked into a traditional company store mentality as we stock fashionable and unusual items in addition to our regular inventory.

Because of our stores' convenience, we often have customers tell us how grateful they are that we had that last-minute gift or flower arrangement for a spouse's birthday. But there is also the value in the savings we provide. We are not affiliated with any other company service, so we operate on a break-even basis. Employees see that there's a value there.

The most popular items and services that we offer are candy, cards, film processing and outside vendor sales. As a further service, we accept Visa and Mastercard. Since we are a break-even opera-

tion, we do not sell tickets because that would require adding a service charge. Tickets are sold through the company cashier's office.


Making Strides

As yet, the USAA Company Stores do not have a true mail order program, but we are in the process of creating a catalog of corporate logo items for all 14,000 USAA employees, including those in our 47 field locations in the U.S. and in Europe.

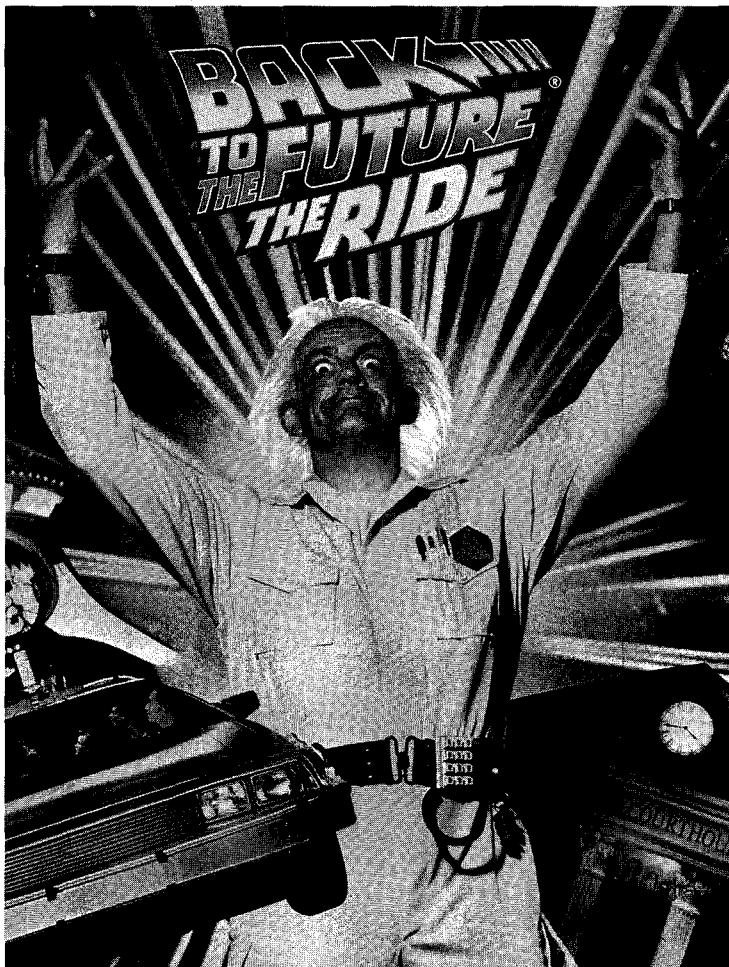
Our three home office stores use a computerized inventory system. The registers in each store are tied to a personal computer that keeps track of all items sold, and the two satellite stores feed their information to the main store via modem. This way we keep a running tabulation of sales and inventory by department and item classification.

In January, we plan to update that to a point-of-sale system that includes a monitor and keyboard at every check-out location. That system will also have a built-in credit card swipe for the convenience of our customers.

Other future plans for the USAA Company Stores include expanding into a dry cleaning operation. Each morning, employees will drop off their clothing at entrances into the building with the vendor making a pick-up hours later. Employees will pay for their cleaning at one of the three company stores and then pick it up the next day at a central distribution point. That set-up should streamline the process. Eventually, we want to include a shoe repair service using the same type of drop-off/pick-up system.

The USAA Company Store seeks to continue to provide service and merchandise to USAA employees that they find desirable, and to provide quality customer service on a break-even basis. We do this to help make USAA one of the nation's most attractive places to work. 

For more information, contact Mike Maroney, manager, USAA Company Store, San Antonio, Texas at (210) 498-1688.



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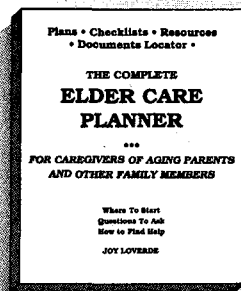
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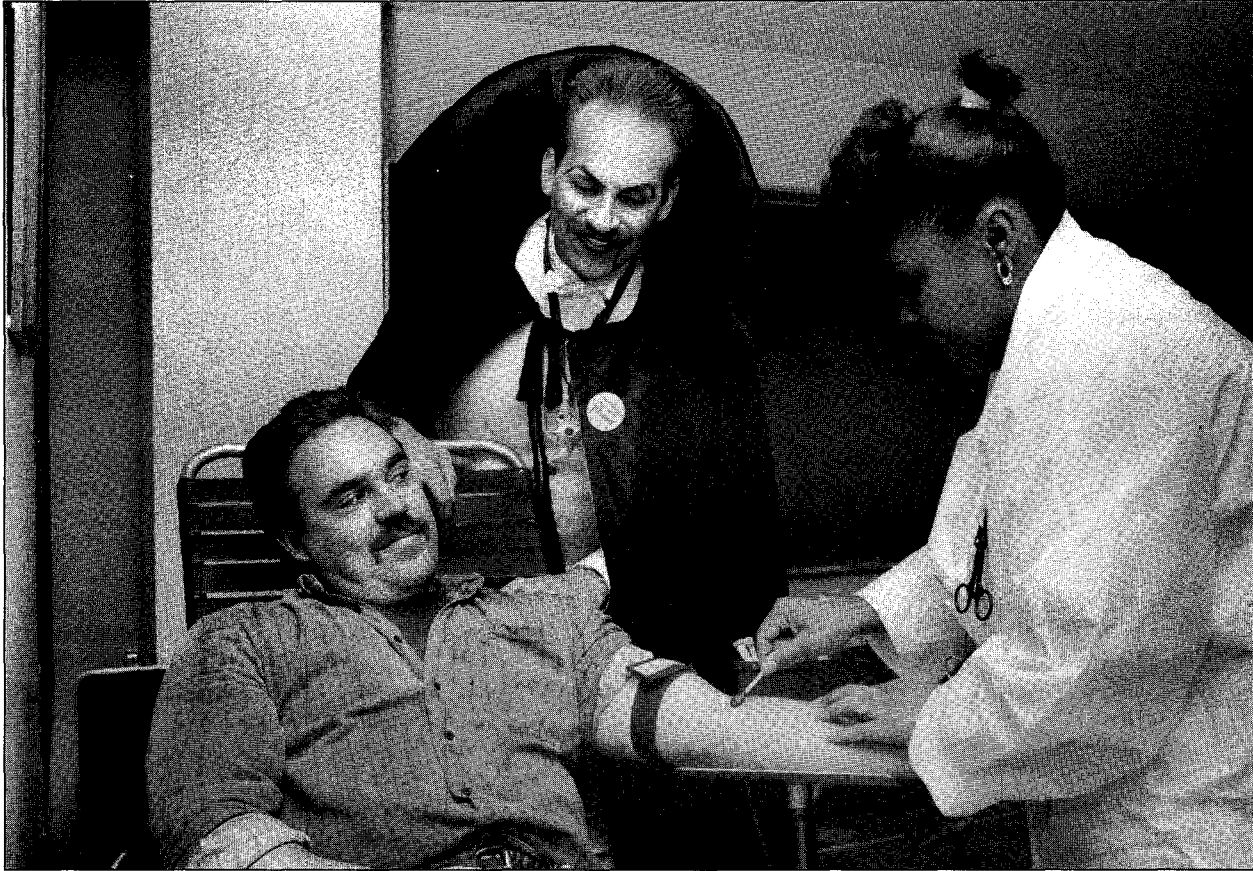
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Reviving Blood Drives

by Stacey A. Johnson



Special appearances by costumed characters or showing movies to those giving blood can add fun to a blood drive.

Although a vital need for blood always exists, blood drives in and of themselves tend to be a bit mundane. How do you make it more fun? How do you get people involved? What works as far as increasing participation?

Wisconsin Electric Power Company spans 37 different locations in Wisconsin and the Upper Peninsula of Michigan. Currently we hold 12 blood drives throughout the year in seven of those locations. A coordinator at each site works in conjunction with our office in coordinating each drive. Over the past three years, total donations have registered 741 pints (1990), 664 pints (1991) and 811 pints (1992) company wide.

The following are some aspects of coordinating a drive that will aid in increased participation and overall success.

■ **Top Management Support:** The process of on-site donation takes approximately 45 minutes per person. Supervisors should be made aware of this before any on-site blood drive is offered. If employees are forced to use their lunch time or break time to give, it may hamper participation.

■ **Food:** Have food available after individuals complete donation. The blood bank you work with may provide cookies and juice, but go beyond that for employees if your budget allows. A variety of meat sandwiches, cookies, donuts, juice, milk and coffee are offered at all Wisconsin Electric drives. The food is prepared by our in-

▼
**Use these
ideas to
boost
participation
in your blood
drives.**

house catering services and receives many compliments from donors. Excess food from the drives is always taken to a local mission center or food pantry.

■ **Advertising:** A good advertising campaign is vital for the success of a drive. Company publications, electronic mail, posters, tabletop displays and paycheck stuffers are all good avenues for getting the word out. Be sure to get advertising out early. Some donors are also on call at the blood bank and will want to work your drive into their donation schedule.

■ **Speakers:** A representative from your local blood bank is a good tool to use in exposure for the blood drive. They will be glad to speak at staff or all employee meetings, answer questions and provide materials for use in promotion or for general information.

■ **Past Donors:** Pay special attention to your previous donors. The blood bank oftentimes can provide you with a list of donors from your past drives. Send them an early notice about the drive

and give them the first option on a time slot for donating.

These individuals are the base of your drive, treat them right and they will keep coming back.

■ **Scheduling:** Scheduling individuals for certain time slots aids in keeping the drive running smoothly and helps to avoid bottlenecks at any one station of donation. Drives around the Wisconsin Electric system handle scheduling in a variety of ways. Some have individuals submit their first three choices of times and let them know the time they are confirmed to donate. Others simply have one main coordinator who does scheduling by telephone. In either case, do not turn away walk-ins. Instead, on the day of the drive, advertise less busy times when it would be convenient for employees to walk in.

Community drives scheduled close to your drive may decrease participation slightly. Obtain dates of community drives and try, if at all possible, not to schedule within the eight-week-donation waiting period.

Pay particular attention to day of the week and donation times when scheduling a blood drive. Stay away from a Friday drive if your company has flex-time (situation where individual employees can work four 10-hour days and not come in on Friday) or where Fridays are popular days off to make 3-day weekends, especially during the summer months.

Offering different times for donating other than 8 a.m.-5 p.m. has increased participation in some of our locations. A drive is held from 6 a.m.-12 p.m. at one of our locations to accommodate night-shift workers and also still be able to schedule in regular day-shift employees.

Themes

Make your drive fun! A drive scheduled near a holiday can turn into a fun time! The blood bank nurses will often jump on board with this idea by wearing Halloween costumes or Christmas outfits. Take this idea one step further by showing a movie visible from the donor beds in conjunction with the drive. "Little Shop of Horrors" or "Ghostbusters" near Halloween (See case study) or "It's a Wonderful Life" or "White Christmas" near Christmas. This takes people's minds off the donation process, especially first-time donors who may have some anxiety or fear about needles or the amount of pain involved. Appearances made by Dracula or Santa Claus makes the day fun as well. (See case study.)



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CASE STUDY: Pleasant Prairie Power Plant Pleasant Prairie, Wisconsin

The Pleasant Prairie Power Plant is an example of a blood drive site within Wisconsin Electric that saw a decreasing number of donors in the late 80s and early 90s and took matters into their own hands to increase participation.

After their May, 1991 drive produced a site low of 27 donors, Assistant Plant Manager Lyle Sohns along with Secretary Lauren Gigowski, decided something needed to be done.

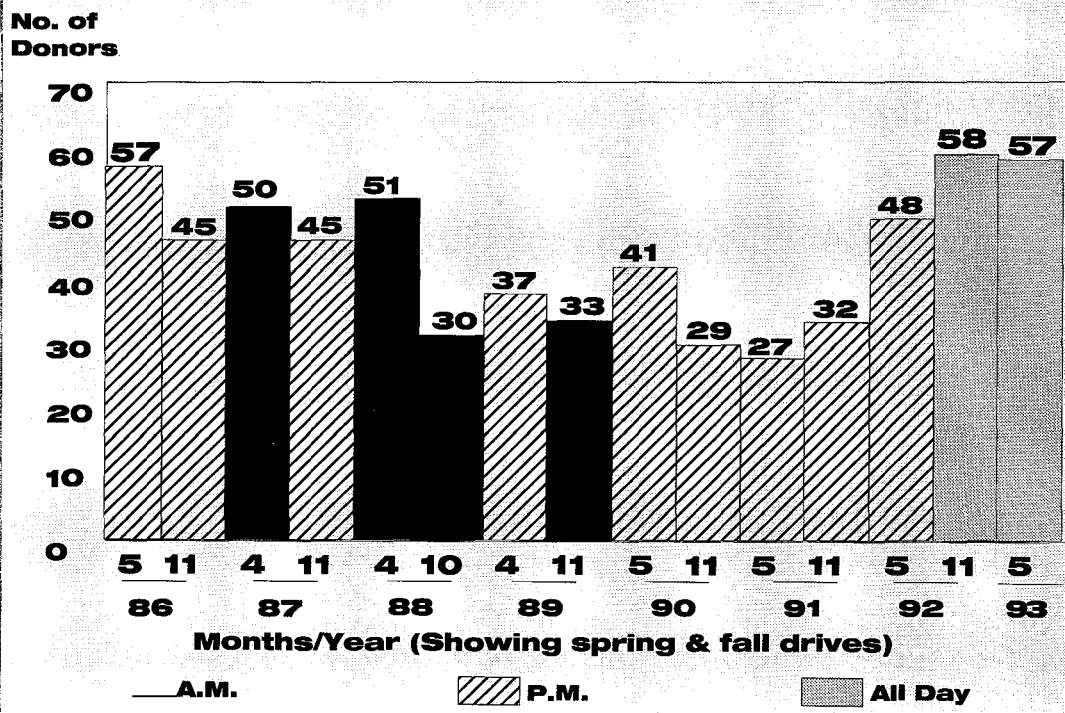
They started by meeting with other businesses in their corporate park to see if any of them would like to start sending employees to Pleasant Prairie to donate on blood drive dates to increase their numbers. The Blood Center of Southeastern Wisconsin was more than eager to speak at corporate park meetings to inform companies of the procedure.

Increased plant participation brought the November 1991 drive to 32 donors. In May, 1992, donors increased to 48 due in large part to a drawing for sports ticket packages including dinner. Only donors were eligible for the drawing. In early November, 1992, Dracula paid a visit to Pleasant Prairie for a Halloween theme drive. Halloween movies were shown and the drive produced 58 donors. Due to the number of advanced sign-ups, this drive was extended to an all-day drive as opposed to just morning or afternoon. The theme "Be a Lifesaver" was used for the all-day May, 1993 drive that produced 57 donors. Upon completion of donating, individuals were given a roll of lifesavers.

Pleasant Prairie has kept up-to-date with their 180 employees by conducting periodic surveys about the drives to see what's working and what's not working. Pleasant Prairie will continue to use themes and raffles to keep and get people involved in their drives. In the future, other businesses in the corporate park might host a drive and open it up to other park employees. This is a win/win situation that truly shows Pleasant Prairie's commitment to the community where they work and employees live. 

Stacey A. Johnson is the recreation director for Wisconsin Electric Power Company in Milwaukee, Wisconsin.

**Pleasant Prairie Blood Drive Statistics
1986-1993**



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▼ 1993 ESM

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One or two of the following:

Written comprehensive examination, oral evaluation, Graduate research project and/or Master's thesis may accompany the coursework and internship requirements.

The Focus of Employee Services in Recreation

The intent of this coursework and preparation is to prepare the student for entry level, supervisory, and management positions in Employee Services. Academic preparation in Employee Services and Recreation cannot be defined as classroom based. Students at Springfield College and many other institutions of higher education are required, not just encouraged, to complete numerous 20-60 hour experiences in their major

concentration to help them define for themselves what they like and dislike.

At Springfield College, internships are arranged during the Academic year for the summer following the junior year, fall or spring semester of the senior year. Students are placed in some of the finest employee services and recreation programs throughout the U.S.

In addition to a 450-600 hour 12-15 week internship, students are required to complete five, 30-hour Recreation Education and Leisure Experiences (REAL Experiences). These may be paid or voluntary. Students are encouraged to do these 30 hour minimum experiences in their area of concentration. With excellent Employee Services programs within a half hour distance of the college like Pratt and Whitney Aircraft, Digital, Aetna, Travelers, Friendly Ice Cream Corporation and others, students can be focusing on their employment goals during the early stages of their planned programs. The program also insures that students will gain a minimum of 150 hours in as many as five different settings prior to selection of their Internship in Employee Services and Recreation. With over 100 students in the overall undergraduate program, Springfield, Massachusetts and the region gain over 15,000 hours of student recreation experience and instruction per year. This does not include volunteerism of the student outside of classes or paid part-time experiences which provide excellent experience and training for the future professional. College/University programs which do not provide similar experience, do not provide the student with these work experiences and this sense of accomplishment.

Conclusion

According to Nash (1953), by work and craftsmanship, one's (man's) ego, small enough at best, gets a chance to expand. One's work is partly himself. There is an 18th century motto: No handicraft can with our art compare, for pots are made of what we potters are. It is my belief that professional idleness in higher education that is the lack of future work stimuli is not only corrosive but also promotes atrophy of one's professional drive. The future of Employee Services and Recreation will be based on the drive and commitment of today's student, tomorrow's professional.

Dr. Donald R. Snyder received his Doctorate from New York University. Presently, he is the Graduate Coordinator and Associate Professor in the Department of Recreation and Leisure Services at Springfield College in Springfield, Massachusetts.

1A. Title of Publication			1B. PUBLICATION NO.			2. Date of Filing		
EMPLOYEE SERVICES MANAGEMENT			0 5 7 2 5 0			10-1-93		
3. Frequency of Issue Monthly (May/June & Dec/Jan combined)			3A. No. of Issues Published Annually 10			3B. Annual Subscription Price \$37.00		
4. Complete Mailing Address of Known Office of Publication (Street, City, County, State and ZIP+4 Code) (Do not print)								
EMPLOYEE SERVICES MANAGEMENT 2211 York Road, Suite 207, Oak Brook, IL 60521-2371								
5. Complete Mailing Address of the Headquarters of General Business Offices of the Publisher (Do not print)								
NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION 2211 York Road, Suite 207, Oak Brook, IL 60521-2371								
6. Full Names and Complete Mailing Address of Publisher, Editor, and Managing Editor (This item MUST NOT be blank)								
Publisher (Name and Complete Mailing Address) Patrick Scinson, NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION 2211 York Road, Suite 207, Oak Brook, IL 60521-2371								
Editor (Name and Complete Mailing Address) Cynthia M. Nelson, NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION 2211 York Road, Suite 207, Oak Brook, IL 60521-2371								
Managing Editor (Name and Complete Mailing Address)								
7. Owner (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual must be given. If the publication is published by a nonprofit organization, its name and address must be stated.) (This item MUST NOT be blank)								
Full Name			Complete Mailing Address					
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10. Extent and Nature of Circulation (See instructions on reverse side)			Average No. Copies Each Issue During Preceding 12 Months			Actual No. Copies of Single Issue Published Nearest to Filing Date		
A. Total No. Copies (Net Press Run)			5651			5700		
B. Paid and/or Requested Circulation								
1. Sales through dealers and carriers, street vendors and counter sales								
2. Mail Subscription (Paid and/or requested)			4641			4720		
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D. Free Distribution by Mail, Carrier or Other Means (Samples, Complimentary, and Other Free Copies)			400			380		
E. Total Distribution (Sum of C and D)			5051			5100		
F. Copies Not Distributed			600			600		
1. Office use, left over, unaccounted, spoiled after printing								
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G. TOTAL (Sum of E, F1 and 2—should equal net press run shown in A)			5651			5700		
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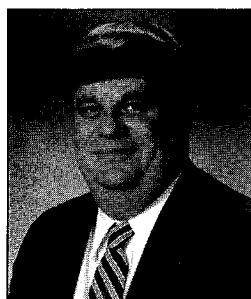
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Recreation & Leisure Education for ES&R

by Donald R. Snyder, Ph.D.



▼
**Here's an
update of
what's hap-
pening in
academia
regarding
ES&R.**

Presently, there are 92 colleges accredited in Recreation Education. Many curricula have gone the generalist route. This I believe is a mistake if we are to prepare the Employee Services and Recreation professional of today and surely tomorrow. Colleges and universities which maintain the Recreation Management major and those which have a concentration in employee services in recreation have a stronger core curriculum and provide the definition needed to meet the challenges of the 21st century.

At Springfield College, about 45 percent of the majors in the Department of Recreation and Leisure Services are in Recreation Management. Over half of these majors are pursuing careers in Employee Services and Recreation and Commercial Recreation. Curriculum has changed in the past five years. Besides the normal Liberal Arts requirements, students are now required to take courses in Business, (Accounting, Introduction to Business, Business Law, Marketing, Public Relations) Economics (Macro-economics and/or Micro-economics, Statistics), and Computers (Introduction to Computers, Computer-Based Management Systems).

Core courses in Recreation and Leisure Services or Studies differ primarily in name and grouping. Core competencies now required by the National Recreation and Park Association and the American Association of Leisure and Recreation have in many ways insured the quality and consistency of curriculum in Recreation Management. Core courses could be:

- Dynamics of Leadership
- Group Dynamics
- Social Recreation
- Recreation Activities
- Recreation Programming
- Program Planning
- History and Philosophy of Recreation
- Management of Recreation and Leisure Services

- Facility Design and Planning
- History, Trends and Professional Orientation to Leisure
- Employee Services/Commercial Recreation
- Sports and Recreation Facility Management
- Legal Aspects of Leisure Services
- Leisure Education/Leisure Counselling
- Internship in Corporate/Employee Services and Recreation

In addition to these courses, with the advent of the American Disability Act (ADA) and the accreditation requirements of colleges/universities in the U.S. and Canada, most institutions are requiring at least one course in Leisure Services for Special Populations, Recreation Programming for Persons with Disabilities and/or Introduction to Therapeutic Recreation. The intent is to change employees' attitudes toward persons with disabilities in the workplace, to help meet the leisure needs of persons with disabilities, and to improve their quality of life.

Interest in Graduate Education in Recreation Management with a concentration in Employee Services and Recreation is definitely growing. With the absence of jobs in other areas, business majors and liberal arts majors are attracted to programs in Commercial Recreation and Employee Services in Recreation. Graduate curriculum can be anywhere from 30-52 hours of coursework depending on experience and undergraduate preparation. A 6-15 hour internship or fieldwork is usually included in any graduate curriculum. A strong basic core of recreation coursework may include but is not limited to:

- Research and/or Statistics
- Personnel Management
- Supervisory Management
- Public Relations
- Sports and Recreation Facility Management
- Graduate Recreation Programming
- Community Recreation
- Resort and Commercial Recreation

Continued on page 34

Operating Employee Associations:

Providing Employee Services and Recreation Programs

Operating
Employee
Associations:

*Providing Employee Services
and Recreation Programs*

Brad Wesner

Operating Employee Associations - Providing Employee Services and Recreation Programs, by Brad Wesner, offers and examines the essentials needed to run a successful employee association.

Key topics include:

- **History and philosophy** of employee associations
- **Dealing with tasks:** business meetings, the essentials of planning, budgets, corporate recreation, internships and workshops
- **Dealing with people:** Stakeholders, programmers, public relations/marketing, communication, self-management
- **Samples** of many aspects of association administration (tax forms, job descriptions, company store inventories, sample programs, and liability waivers just to name a few)

Operating Employee Associations also provides a list of suggested supplemental references.

Whether you have an existing employee recreation association or are looking to start one, **this book is a must!**

Order Form — — — — —

Please send me _____ copies of *Operating Employee Associations: Providing Employee Services* at \$15.95 each (\$20.95 for nonmembers) plus \$2.00 for postage and handling.

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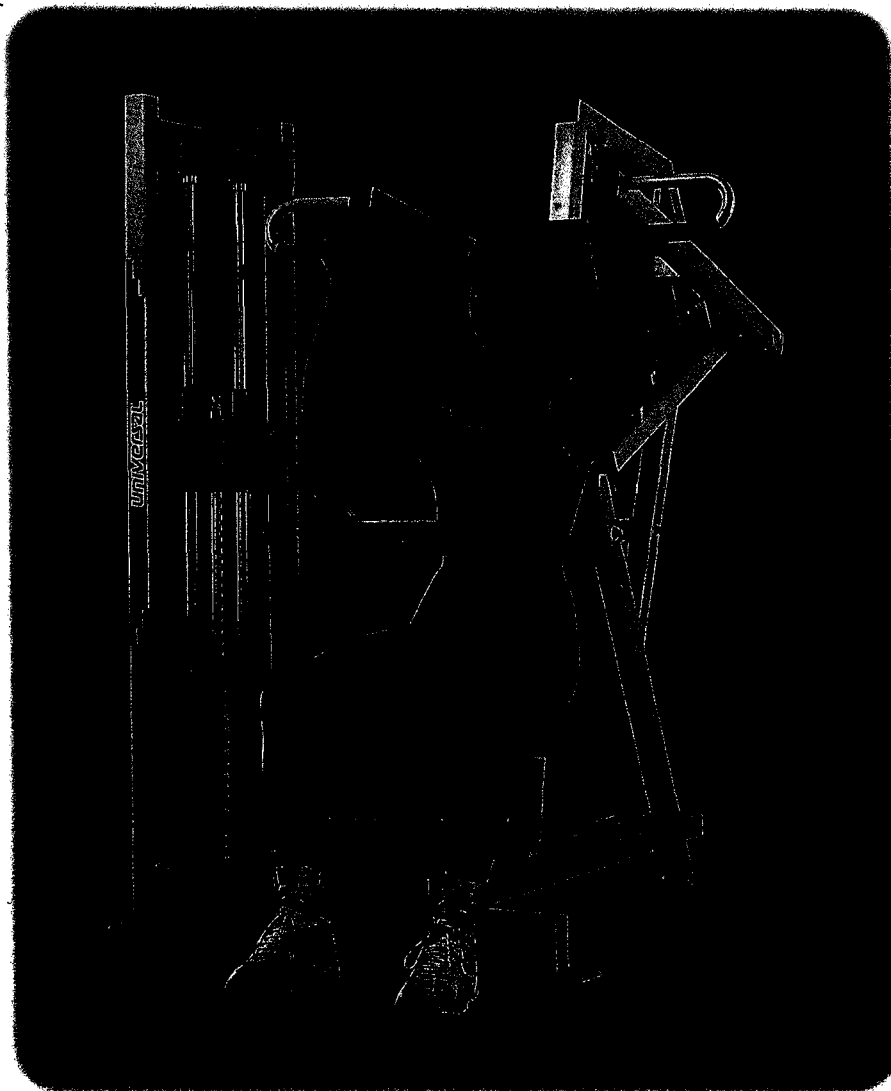
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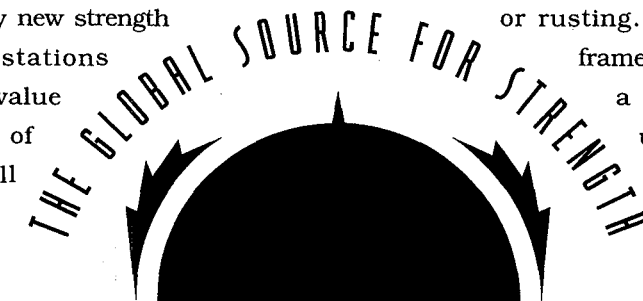


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